Examining the Correlation Between Hofstede's Dimensions and the Media Expenditure in the Global Market

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Abstract

The purpose of this research was to investigate the advertising expenditures in each medium in different nations. This research will become a reference point for future studies that will be conducted every five years. This study focused only on Hofstede's cultural, indulgence, individualism/collectivisms, and masculinity/femininity dimensions and the influence of those dimensions on advertising mediums in different nations. Organizations are investing on learning the correlation between culture and consumer behavior in the global market. The findings of this study will guide global organizations on how to market their products efficiently. Also, the outcomes of this study will enhance branding of global corporations in different nations based on Hofstede' cultural dimensions. This study will provide advertising strategists a better understanding of the influences that dictate the use of an advertising mix in the global market.

Keywords: Hofstede's dimensions, advertising, global marketing, globalization, investment

Introduction

Culture has been an influence in advertising and consumer buying behavior for a long time (Wurff, Bakker, & Picard, 2008). In such a highly globalized world, advertising plays a substantial role in consumers' day-to-day life (Kaynak & Mitchell, 1981). Consumers are exposed to some type of advertisements on a daily basis. This could be from billboards while driving to work, a pop-up ad on a computer while surfing the web, or television commercials while watching their favorite TV program. No doubt, advertisements are all around us, not only domestically, but also internationally. This is a reason that consumers will see familiar companies, such as Coca-Cola or McDonalds, when traveling abroad. Marketers must tailor marketing efforts to fit the needs of the culture in which the product or service is but without straying too far from the company's mission and vision.

Consumers grow up in a particular culture and become accustomed to that culture's value systems, beliefs, and perception processes (Emery & Tian, 2010, p. 47). All of us as individuals belong to a culture and have a specific set of beliefs and unique value systems. Culture is shared and learned from a society (An, 2003). Culture can be defined as "the deposit of knowledge, beliefs, values, attitudes, meanings, hierarchies, religion, timing, roles, special relations, concepts of the universe, and material objects and possessions acquired by a large group of people in the course of generations through individuals and group striving" (An, 2003, p.14). All of these factors dictate how consumers perceive products and advertisements, and eventually, whether or not they decide to buy the product. If a company does not meet consumers' cultural standards, it is unlikely that the consumers would buy the product from that particular company (Dao, 2014).

Multinational corporations face the barrier of marketing to multiple cultures while still maintaining a cohesive brand image. To be successful in different countries, the organization

must appeal to a variety of cultural groups. Marketing professionals should look at the similarities and dissimilarities of values between cultures to be successful when marketing internationally (Emery & Tian, 2010). Some cultures are more similar to ours than others. For example, many Asian countries have similar cultural beliefs but vary significantly from many South American countries. Often, marketers sub-divide the world regions because of their cultural dimensional similarities to the region. As a result of this, individuals tend to have similar advertising appeals as the rest of their culture (Emery & Tian, 2010). Hofstede's cultural dimensions could help to de-code these patterns of culture as they relate to global advertising.

It is important for advertisers to know that culture could influence the way consumers perceive advertisements (Kaynak & Mitchell, 1981). Much of the data related to international marketing and Hofstede's cultural dimensions relate to the acceptance of advertisements by country and advertising appeals by country. The problem is that none of these studies are directed to the advertising medium expenditures. To understand better the use of advertising mediums in different countries, this study utilizes Hofstede's cultural dimensions and country scores to further analyze the moderating influences on the media mix in different countries. Hofstede's work focused on comparing how cultures are similar and dissimilar to one another. He created cultural dimensions in order to compare and contrast different aspects of cultures and observe how they differ from one another.

It was the goal of this study to find out which advertising mediums (Online, print, and television) are used in different countries with relation the Hofstede's cultural scores. Specifically, this study looks at the dimensions indulgence, individualism/collectivism, and masculinity/femininity and their relation to advertising expenditures in different countries.

Purpose of the Study

It was the purpose of this study to examine the advertising expenditures in each medium in 31 countries. This study examined Hofstede's cultural dimensions, indulgence/restraint, individualism/collectivism, and masculinity/femininity, and their influence on advertising mediums in different countries. This study gives advertising strategists a better understanding of the influences that dictate the use of an advertising mix in foreign countries. It is useful for those advertisers and marketing persons of multinational corporations who seek to advertise abroad.

This research will be used as a reference point for future studies that will be conducted every five years, in 2019, 2024, and so on. The results of this current research will be compared with the results of the future coming researches using the same nations.

It is important to understand a foreign market and the culture of the desired foreign market. This study is valuable for marketing managers in multinational corporations looking to create a unified marketing strategy that benefits each country individually, but also the company as a whole. Marketing managers must adapt to each country's cultural needs and preferences to achieve the best outcome for their product or service.

International marketing professionals could apply this study to their organization. This study reveals how cultural dimensions can predict the most beneficial advertising mediums by country. Marketing professionals could adapt it to the countries in their network or use it to expand into other cultural markets that are covered in this study most effectively.

By using Hofstede's cultural dimensions, advertisers might be able to predict which forms of media would be most successful in each country based on Hofstede's country scores.

Since each part of the media mix is perceived differently by each culture, this is a useful study to help de-code it.

Research Question

Do Hofstede's cultural dimensions (individualism/collectivism, masculinity/femininity, and indulgence) influence global advertising mediums (online, television, and print) in different countries?

Hypotheses

$H1_0$: There is no significant relationship between individualism and Internet advertising expenditures in different countries.

$H1_a$: There is a significant relationship between individualism and Internet advertising expenditures in different countries.

$H2_0$: There is no significant relationship between individualism and television advertising expenditures in different countries.

$H2_a$: There is a significant relationship between individualism and television advertising expenditures in different countries.

$H3_0$: There is no significant relationship between individualism and print advertising expenditures in different countries.

$H3_a$: There is a significant relationship between individualism and print advertising expenditures in different countries.

$H4_o$: There is no significant relationship between masculinity/femininity and Internet advertising expenditures in different countries.

$H4_a$: There is a significant relationship between masculinity/femininity and Internet advertising expenditures in different countries.

$H5_0$: There is no significant relationship between masculinity/femininity and television advertising expenditures in different countries.

$H5_a$: There is a significant relationship between masculinity/femininity and television advertising expenditures in different countries.

$H6_0$: There is no significant relationship between masculinity/femininity and print advertising expenditures in different countries.

$H6_a$: There is a significant relationship between masculinity/femininity and print advertising expenditures in different countries.

$H7_0$: There is no significant relationship between indulgence and Internet advertising expenditures in different countries.

$H7_a$: There is a significant relationship between indulgence and Internet advertising expenditures in different countries.

$H8_0$: There is no significant relationship between indulgence and television advertising expenditures in different countries.

$H8_a$: There is a significant relationship between indulgence and television advertising expenditures in different countries.

$H9_0$: There is no significant relationship between indulgence and print advertising expenditures in different countries.

$H9_a$: There is a significant relationship between indulgence and print advertising expenditures in different countries.

Literature Review

Culture influences how people are likely to behave under different circumstances. Culture is the way of life of an entire society. The first four cultural dimensions as initially developed by Hofstede (1984) are power distance, individualism/collectivism, masculinity/femininity, and uncertainty avoidance. As per The Hofstede Center (n.d.), Hofstede added another variable, long-term orientation, in 1991 and one more, indulgence versus restraint, in 2010. These dimensions offer a snapshot of the culture of a specific group. Cultural variables are the result of how specific traits are shared among groups of people.

A valuable framework for global businesses was introduced by Hofstede (1984), this model described how cultural variables influence organizational behavior. Based on Hofstede's framework, decision makers use cultural maps of the world. This model is a useful and practical tool for understanding culture-based reactions in the global market. If businesses use this cultural map, it will give them a quick heuristic guide to understand the similarities and differences in work environments and help to explain employee behavior in different societies. Hofstede's framework is one of the more widely used tools to measure dimensions of culture.

Culture

Without cultural knowledge, marketing to different parts of the world with a universal plan could be detrimental to a company, wasting time and money if not properly researched.

From entering into the market to deciding marketing strategy, culture must always be considered. According to Kumar (2000), Westerners tend to be less conservative than their Asian counterparts. Asians also take great value in respect, loyalty, and honoring the older generations (Kuman, 2000). Organizations should know that they might need to market differently to conservative cultures than they do to more relaxed Western cultures. For example, Westerners tend to expect people to show their happiness with a smile, whereas in Eastern Europe, often this is not the case.

The Hofstede Model

Hofstede's Model includes 76 countries and dimension scores ranging from 0-100. Each country is placed on the index for comparison to other countries (Mooij & Hofstede, 2010). Each country gets a score for each dimension showing how strongly that particular country relates to each dimension.

The first dimension discussed is power distance. Power distance is a dimension that can be defined as "the extent to which less powerful members of a society accept and expect that power is distributed unequally" (Mooij & Hofstede, 2010, p. 88). This dimension demonstrates how acceptable it is in a specific society to have a divide in power. This dimension lays out social status and how important hierarchy is in a specific culture. In highly power distant cultures, people like to show respect to an individual with a higher social status. This is a reason that it is important in those countries for one's social status to be made clear. Countries with a high power distance score indicate that there is a big divide, and luxury items often are used to show social status and success. Global brands often play a part in showing social status. Expensive cars, jewelry, and designer clothes are often a way for people to show their social status or importance in a society.

Advertising Strategy

Once an organization has decided on a message, it must decide which media source to use to create the most effective delivery. Ephron (2000) states, "the old way of media planning was about picking individual media.' 'New media planning is about picking combinations of media (and permutations of media, where sequence of exposure is important" (p.1). This study explores how different people respond differently to different mediums. Ephron notes that combining different types of media could lead to a greater response; knowing which media source and when to add it that make the task most difficult for marketing professionals (Ephron, 2000). Kotler and Keller (2012) state that marketers must find "the most cost-effective media to deliver the desired number and type of exposures to the target audience" (p.245).

Managers must examine a variety of factors when creating a successful marketing strategy. "In addition to an assessment of the firm's capabilities, the manager also must evaluate changes in overall business conditions, competition, regulation, and consumer behavior" (Grein, 2000, p.1). This requires the company to look at the market singularly as well as how they interact with one another (Grein, 2000).

Schwaiger and Cannon (2010) found that Internet advertising was more effective when paired with print advertising than when using just one medium alone (Cannon & Schwaiger, 2010). Their study also measured consumers' receptiveness toward both print and Internet advertising, finding that "curiosity increases the amount of time and attention devoted to an Internet message, thus enhancing memory and comprehension" (Cannon & Schwaiger, 2010, p. 9). Depending on the product, marketers could use this information to determine which products will achieve higher profits from the Internet versus other advertising mediums.

Advertising Mediums

Advertisers must allocate marketing expenditures properly to the most effective mediums in order to meet the needs of the organization. For the purpose of this study, we looked specifically at Internet, print and television advertisements.

Internet

The use of the Internet and mobile services for advertising has become a major part of the media mix, along with print media, television, and radio advertising (Bok, 2014). The Internet and cellular devices have become part of consumer's daily life and advertisers are taking advantage of this as a lucrative opportunity (Bok, 2014). There is a scarcity of research when it comes to the use of the Internet for advertising in some countries

Silk, Klein, and Berndt (2001) examined the up and coming role of the Internet and the effects it has on electronic commerce and advertising as a whole. The Internet has changed the game of advertising, making it a new, effective way to advertise to consumers. At the time it was written, the Internet was an up and coming form of advertising that we know now to be very effective. The Internet has gained a lot of momentum and has established itself as a relevant medium for advertising (Silk, Klein, & Berndt, 2001). In this study, they address the Internet's capacity for audience addressability, audience control, and contractual flexibility (Silk, Klein, & Berndt, 2001).

Over the years, Internet advertising has evolved from strictly banner ads to a wide variety of types of ads due to increased bandwidth, a more sophisticated audience, as well as the creative

Kotler & Keller mention the advantages of the Internet as a marketing source due to the high selectivity, low cost, and interactive possibilities (2012). The interactive possibilities alone are an advantage that none of the other mediums can match. Social media has set a new bar that allows consumers to interact instantly with the brand. The company can know immediately if the advertisements are working in a positive or negative matter by consumers commenting on the company's social media pages. Kotler & Keller (2012) also note that the disadvantage to Internet advertising is the increased clutter it creates. Consumers might get irritated if too many pop-up or banner ads clutter their computer screen creating a negative connotation with the thought of Internet advertising.

Print Advertising/Newspaper

In An's 2007 study, it was found that Eastern cultures use more illustrations in print ads, whereas Western cultures used more photographs (King, 2006). The success rate of an advertisement can be dependent on the popularity of the medium (King, 2006). For example, in Germany, there is a high rate of newspaper subscription, so advertisements are likely to be more effective than in a country where newspaper is not an important medium (King, 2006). Advertisers must take into consideration the mediums that produce the highest ROI for each region. Marketers must take this factor into consideration when thinking about their global marketing plan.

Kotler & Keller (2012) note the advantages of newspaper advertising as being flexible, timeless, having a broad acceptance and good local market coverage. Newspapers are also highly believable, especially when compared to a media source, such as the Internet (Kotler & Keller, 2012).

Since the adoption of the Internet, newspapers have been struggling to revamp their presence in the media. "Technological innovations, the Internet, and digitization combined with a double-industry structure and a contextual crisis are the basis of this complex situation that has generated a strong decrease in revenues" (Casero-Ripolles & Izquierdo-Castillo, 2013, p. 63). The Internet has presented many challenges for newspaper companies' worldwide, especially in a world where consumers expect content on the Internet to be free (Casero-Ripolles & Izquierdo-Castillo, 2013). Advertising in this medium is on the decline as well.

The competition for online newspapers is growing. Many outlets must offer both print and online subscriptions, which leads to a wide range of options for marketers. Social media also has affected the decline of newspapers sales. If a consumer can look on Facebook or Twitter and get major headlines straight on their timeline, it reduces the demand for print newspapers, which in turn, reduces the importance of advertisements in print newspapers (Casero-Ripolles & Izquierdo-Castillo, 2013).

Television Advertising

Television advertisements are a major part of the media mix, and they are used globally. King (2006) examined the effectiveness of different aspects of television advertisements, including the length of commercials, lighting, camera angle, etc. King noted that the visual aspects of a global TV advertisement vary by global region (King, 2006). The difference between Eastern and Western cultures is significant, and she used Hofstede's individualism dimension as an example of differences in buying behavior. Eastern cultures were found to be more receptive to symbolic images on advertisements where Westerners preferred more direct ads (King, 2006). Celebrities also were used more in Eastern advertisements than in Western advertisements (King, 2006).

Many advertisers believe that television advertising is the way to build a brand, but recently there have been reports that the Internet might be just as effective a medium for brand building (Draganska, Hartman, & Stanglein, 2014). Often, companies use television advertisements for promoting the brand itself rather than a specific product

Kotler & Keller (2012) noted that the advantages of the television advertising medium was the combination of sight, sound, and motion and the fact that it can appeal to the senses. This medium also has high attention and a high reach (Kotler & Keller, 2012). Television can span such a wide range of consumers that it can be a great tool, especially when building a brand image. With these advantages also come the disadvantages, including a high cost, less of audience selectivity, and the fleeting exposure. The exposure time comes at a high price and it is not a tangible item that has a long lifespan, such as that of a magazine. Marketers must think of this when debating whether or not to use television as an advertising medium.

Population/Sample

This study analyzed 31 countries in total. All of the countries are included in Hofstede's research as well as in International Marketing Data and Statistics (Euromonitor, 2014). The countries that are used are as follows: The United States of America, Argentina, Australia, Brazil, Canada, Chile, China, Columbia, Ecuador, Egypt, Hong Kong, India, Indonesia, Israel, Japan, Kuwait, Malaysia, Mexico, New Zealand, Nigeria, Pakistan, Peru, Philippines, Saudi Arabia, Singapore, South Africa, South Korea, Taiwan, Thailand, Venezuela, and Vietnam.

Procedures

The researcher divided countries into a high and a low group for each of Hofstede's dimensions. This was done by finding the median score for each dimension and dividing that into two groups for the top half and the bottom half.

The percentage for each advertising medium is needed as well. This was found by dividing the total advertising expenditures by the amount spent for each medium. From there, the researcher analyzed the data using t-tests in Microsoft Excel to test each hypothesis.

Sample Profile

Secondary data was used in order to investigate the differences and similarities between countries. The researcher obtained the country's advertising expenditure data from International Marketing Data and Statistics (Euromonitor, 2014) and Hofstede's cultural scores came from Hofstede's site. These country scores range from 0-100 measured using the indulgence, masculinity, and individualism dimensions.

A total of 31 countries were analyzed for individualism, masculinity/femininity, and indulgence. 31 countries had individualism and masculinity/femininity scores, and 27 countries with indulgence scores. This was important to note as indulgence scores were not available for all of the countries so slight adjustments needed to be made when running the t-tests. Each country had specific scores for each dimension based on Hofstede's study. Appendices 1 through 3 provide media mix scores for each medium by country in ascending order for individualism, masculinity, and indulgence scores, respectively.

Masculinity scores tended to be mostly between 40-69 and Japan with a highest score of 95. Other cultural dimensions, such as indulgence, seemed to have a wider breadth of cultural

scores. For this dimension, Venezuela had an extreme score of 100 and Pakistan, on the complete opposite end of the spectrum, had an indulgence score of 0. For example, Venezuelan people might believe in enjoying their leisure time and allowing free gratification of natural human wants, whereas, in Pakistan, the people live under strict need to conform to strict social norms. Four of the countries (Israel, United Arab Emeries, Ecuador, and Kuwait) did not have indulgence scores available. For this reason, they were excluded from the indulgence analysis. The third cultural dimension studied was individualism. Something to note is that most of the countries (77.48%) that were studied had individualism scores of below 50.

Tables 1, 2, and 3 in Appendix D displays the descriptive statistics for Hofstede's cultural dimensions. Individualism had the lowest mean score of 34.35 out of 100 and the cultural dimension with the highest average was indulgence with a mean score of 62.225. This is important because of the countries examined; the majority of them had relatively low individualistic values.

Hypotheses Testing

This study used independent t-tests to determine the relationship between each country's Hofstede cultural dimension and the media mix expenditures provided. For this study, the level of significance is set at 0.05. Tables 4-6 displays complete results of t-tests for the advertising mediums by Hofstede's cultural scores.

Table 4

Individualism T-test Results

	Individualism		
Mean High	**Mean Low**	**P Score**	**Stat**

TV	0.45	0.47	0.387	-0.29
Print	0.391	0.357	0.318	0.475
Online	0.147	0.055	0.006	2.793

H1$_a$: There is a significant relationship between individualism and online advertising expenditures in different countries. Results indicated that countries with high individualism scores also have significantly higher online advertising expenditures (t =2.79; p = .006). For this reason, hypothesis 1a is accepted. The high group had a mean online share of 0.147 and the low group's mean was 0.055. Table 4 shows results of the t-tests of two unequal variances between individualism and online advertising expenditures across countries.

H2$_a$: There is a significant relationship between individualism and television advertising expenditures in different countries. Results indicated that countries with high individualism scores also did not have significantly higher television advertising expenditures (t = - 0.289; p =0.387). For this reason, the null hypothesis, H2$_0$ is accepted. The high group had a mean online share of 0.45 and the low group's mean was 0.47. Table 4 shows results of the t-tests of two unequal variances between individualism and television advertising expenditures across countries.

H3$_a$: There is a significant relationship between individualism and print advertising expenditures in different countries. The relationship between individualism and print advertising was not significant (p= 0.318; t= 0.475). For this reason, the null hypothesis, H3$_0$ is accepted. The high group had a mean share of 0.391 and the low group's mean was 0.357. Table 4 shows results of the t-tests of two unequal variances between individualism and print advertising expenditures across countries.

Table 5

Masculinity T-Test Results

	Masculinity			
	Mean High	**Mean Low**	**P Score**	**t Stat**
TV	0.454	0.466	0.432	-0.17
Print	0.4	0.346	0.217	0.791
Online	0.09	0.111	0.313	-0.49

H4$_a$: There is a significant relationship between masculinity/femininity and online advertising expenditures in different countries. The results indicate that countries with high masculinity scores also do not have high online advertising expenditures (t= - 0.49 and p= 0.313). For this reason, the null hypothesis, H4$_0$, is accepted. This indicated that there is not a significant correlation between the two variables. The high group had a mean online share of 0.09 and the low group's mean was 0.111. Table 5 shows results of the t-tests of two unequal variances between masculinity/femininity and online advertising expenditures across countries.

H5$_a$: There is a significant relationship between masculinity/femininity and television advertising expenditures in different countries. Results indicate that countries with high masculinity scores also do not have significantly higher television advertising expenditures (p= 0.432; t= -0.17). For this reason, the null hypothesis, H$_{05}$ is accepted. This indicates that there is not a significant relationship between masculinity and television advertising. The high group had a mean online share of 0.454 and the low group's mean was 0.466. Table 5 shows results of the t-tests of two unequal variances between masculinity and television advertising expenditures across countries.

H6$_a$: There is a significant relationship between masculinity/femininity and print advertising expenditures in different countries. Results indicated that countries with high masculinity scores also do not have significantly higher print advertising expenditures (p=0.217 and t= 0.791). For this reason, the null hypothesis, H6$_0$, is accepted. This indicates that there is not a significant relationship between masculinity and print advertising. The high group had a mean online share of 0.4 and the low group's mean was 0.346. Table 5 shows results of the t-tests of two unequal variances between masculinity and print advertising expenditures across countries.

Table 6

Indulgence T-Test Results

	Indulgence			
	Mean High	**Mean Low**	**P Score**	**t Stat**
TV	0.522	0.436	0.11	1.257
Print	0.377	0.323	0.202	0.85
Online	0.128	0.094	0.207	1.72

H7$_a$: There is a significant relationship between indulgence and online advertising expenditures in different countries. Results indicated that countries with high indulgence scores also do not have significantly higher online advertising expenditures (p= 0.207 and t= 1.72). Table 6 shows results of the t-tests of two unequal variances between indulgence and online advertising expenditures across countries. This shows there is not a significant relationship between online advertising and indulgent countries. However, for the countries that

were a part of the study, the mean online advertising share for high indulgence countries was .128 but was only .094 for low indulgence countries. Thus, partial support was provided for Hypothesis 7$_a$ even though the generalizability of this finding to regions that were not a part of the study is limited.

H8$_a$: There is a significant relationship between indulgence and television advertising expenditures in different countries. Results indicated that countries with high indulgence scores also do not have significantly higher television advertising expenditures (p= 0.11; t= 1.257). For this reason, the hypothesis H8$_0$ is accepted. The high group had a mean television-advertising share of 0.522 and the low group's mean was 0.436. Table 6 shows results of the t-tests of two unequal variances between indulgence and television advertising expenditures across countries.

H9$_a$: There is a significant relationship between Indulgence and print advertising expenditures in different countries. A t-test indicated that countries with higher indulgence scores did not have statistically significant print advertising shares (p= 0.202; t= 0.85). However, for the countries that were a part of the study, the mean print advertising share for high indulgence countries was .377 but was only .323 for low indulgence countries, as shown in Table 6. Thus, partial support was provided for Hypothesis 9$_a$ even though the generalizability of this finding to regions that were not a part of the study is limited.

Recommendations

Marketers can apply this study in many ways. As far as assessing the content of the advertisements, future researchers could measure the retention rate of advertisements across mediums. This would help marketers to see how different cultures retain information. For

example, the study by Draganska, Hartman, & Stanglein (2014) showed that both television and Internet advertisements had almost equal retention rates. Since here was a significant relationship between indulgence and TV advertising, but there was not a significant relationship between indulgent countries and Internet advertising, marketers could use this information to make informed marketing decisions. A suggestion would be to study advertisement retention or effectiveness with regard to Hofstede's cultural dimensions, such as how many people who saw the advertisement actually purchased the product. This would give marketers more clarity when it comes to where to allocate their advertising budget in each country.

This study will benefit organizations by helping marketers create global marketing strategies. For example, organizations could use this study to focus marketing efforts on Internet advertising in countries with high individualism scores, they have higher online advertising expenditures. Considering that it was found that low power distance countries had higher Internet advertising shares, possibly due to government restrictions, marketers could use this information to their advantage and allocate more of their budget in those areas. Since it was found that using a combination of mediums was more effective than single mediums (Ephron, 2000), marketers could allocate their marketing budgets better.

This study also could help marketers correct unsuccessful advertising budgets or at least facilitate marketers in making educated global marketing strategy decisions. When deciding how to allocate an advertising budget, culture and receptiveness must be a deciding factor. Global strategies require the marketers to examine each medium and decide how to strategize globally. This study could help facilitate those decisions.

Conclusion

In conclusion, it is necessary to look at culture as it relates to global advertising. Accordingly, this study could help to set a framework for future studies in order to help advertisers navigate cultures and the media mix. The findings of this research will help organizations to optimize their advertisement expenditure based on Hofstede's cultural dimensions. If a marketer can focus in on these shared value systems, they could create strong global marketing strategies that target specific cultural values, which are significant to each culture. While there are some aspects that could be improved upon in this study, such as being able to generalize for other countries, it sets a good framework for studies to come.

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APPENDICES

APPENDIX A

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Individual Country Individualism Scores by Media Mix Share (radio percentage is excluded)

Country	Individualism Score		TV%	Print %	Online %
Ecuador		8	0.71	0.25	0.003
Venezuela		12	0.429	0.36	0.086
Columbia		13	0.50	0.26	0.055
Indonesia		14	0.567	0.41	0
Pakistan		14	0.708	0.24	0.01
Peru		16	0.64	0.18	0.04
Taiwan		17	0.466	0.27	0.19
South Korea		18	0.356	0.3	0.325
Singapore		20	0.354	0.47	0.092
Thailand		20	0.631	0.29	0.006
Vietnam		20	0.822	0.17	0.006
China		20	0.503	0.28	0.169
Chile		23	0.54	0.31	0.076
United Arab Emirates		25	0.0715	0.72	
Kuwait		25	0.176	0.81	
Saudi Arabia		25	0.044	0.84	

Hong Kong	25	0.426	0.51	0.028
Egypt	25	0.139	0.81	
Malaysia	26	0.368	0.55	0.029
Mexico	30	0.719	0.19	
Philippines	32	0.719	0.14	0.028
Brazil	38	0.71	0.19	0.056
Argentina	46	0.47	0.43	0.07
Japan	46	0.493	0.24	0.237
India	48	0.429	0.5	0.033
Israel	54	0.397	0.34	0.209
South Africa	65	0.476	0.34	0.029
New Zealand	79	0.301	0.4	0.183
Canada	80	0.337	0.33	0.282
Australia	90	0.337	0.23	0.245
USA	91	0.40	0.3	0.193

APPENDIX B

Individual Country Masculinity/Femininity Scores by Media Mix Share (radio percentage is excluded)

Country	Masculinity Score	TV %	Print %	Online %
Chile	28	0.54	0.31	0.076
Thailand	34	0.631	0.29	0.006
South Korea	39	0.356	0.3	0.325
Kuwait	40	0.176	0.81	
Vietnam	40	0.822	0.17	0.006
Peru	42	0.64	0.18	0.04
Taiwan	45	0.466	0.27	0.19
Egypt	45	0.139	0.81	
Indonesia	46	0.567	0.41	0
Israel	47	0.397	0.34	0.209
Singapore	48	0.354	0.47	0.092
Brazil	49	0.71	0.19	0.056
United Arab Emirates	50	0.0715	0.72	
Malaysia	50	0.368	0.55	0.029
Pakistan	50	0.708	0.24	0.01

Canada	52	0.337	0.33	0.282
Argentina	56	0.47	0.43	0.07
India	56	0.429	0.5	0.033
Hong Kong	57	0.426	0.51	0.028
New Zealand	58	0.301	0.4	0.183
Saudi Arabia	60	0.044	0.84	
Australia	61	0.337	0.23	0.245
USA	62	0.40	0.3	0.193
Ecuador	63	0.71	0.25	0.003
South Africa	63	0.476	0.34	0.029
Columbia	64	0.50	0.26	0.055
Philippines	64	0.719	0.14	0.028
China	66	0.503	0.28	0.169
Mexico	69	0.719	0.19	
Venezuela	73	0.429	0.36	0.086
Japan	95	0.493	0.24	0.237

APPENDIX C

Individual Country Indulgence Scores by Media Mix Share (radio percentage is excluded)

Country	Indulgence score	TV %	Print %	Online %
Pakistan	0	0.708	0.24	0.01
Egypt	4	0.139	0.81	
Hong Kong	17	0.426	0.51	0.028
China	24	0.503	0.28	0.169
India	26	0.429	0.5	0.033
South Korea	29	0.356	0.3	0.325
Vietnam	35	0.822	0.17	0.006
Indonesia	38	0.567	0.41	0
Japan	42	0.493	0.24	0.237
Philippines	42	0.719	0.14	0.028
Thailand	45	0.631	0.29	0.006
Singapore	46	0.354	0.47	0.092
Peru	46	0.64	0.18	0.04
Taiwan	49	0.466	0.27	0.19
Saudi Arabia	52	0.044	0.84	
Malaysia	57	0.368	0.55	0.029
Brazil	59	0.71	0.19	0.056
Argentina	62	0.47	0.43	0.07

South Africa	63	0.476	0.34	0.029
Canada	68	0.337	0.33	0.282
USA	68	0.40	0.3	0.193
Chile	68	0.54	0.31	0.076
Australia	71	0.337	0.23	0.245
New Zealand	75	0.301	0.4	0.183
Columbia	83	0.50	0.26	0.055
Mexico	97	0.719	0.19	
Venezuela	100	0.429	0.36	0.086
Israel	n/a	0.397	0.34	0.209
Ecuador	n/a	0.71	0.25	0.003
United Arab Emirates	n/a	0.0715	0.72	
Kuwait	n/a	0.176	0.81	

APPENDIX D

Table 1

Descriptive Statistics

Individualism

Mean	34.35484
Standard Error	4.28138
Median	25
Mode	25
Standard Deviation	23.83771
Range	83
Minimum	8
Maximum	91

Table 2

Descriptive Statistics

Indulgence

Mean	62.22581
Standard Error	3.9843
Median	69
Mode	80
Standard Deviation	22.18364
Range	84
Minimum	8
Maximum	92

Table 3

Descriptive Statistics

Masculinity

Mean	53.93548
Standard Error	2.360033
Median	52
Mode	50
Standard Deviation	13.14011
Sample Variance	172.6624

Range	67
Minimum	28
Maximum	95