



# **Global Marketing**

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# Chapter 10

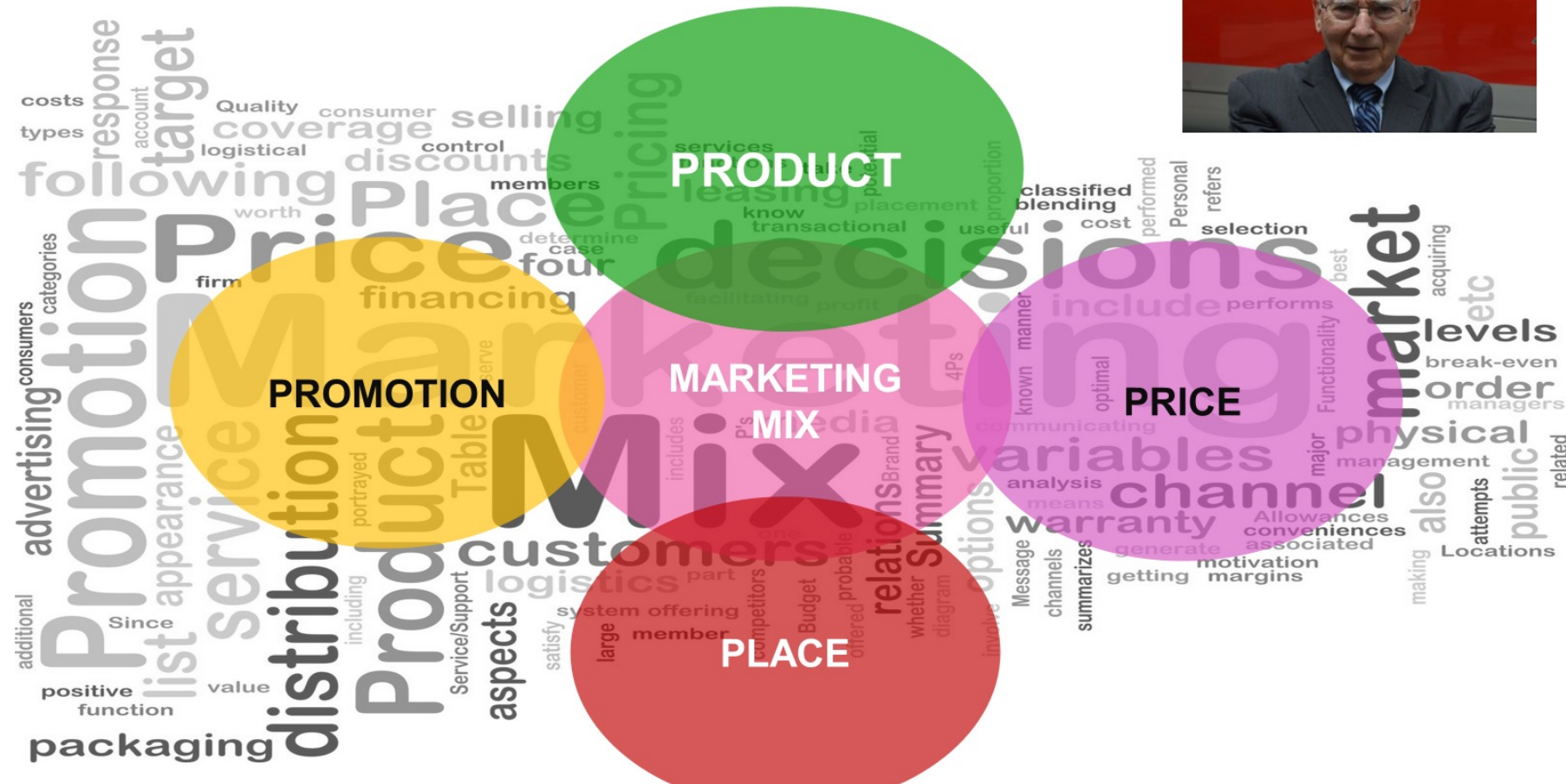
Developing Global Products and Brands



# the 4 Ps

## Marketing Mix

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# Marketing Mix. Product

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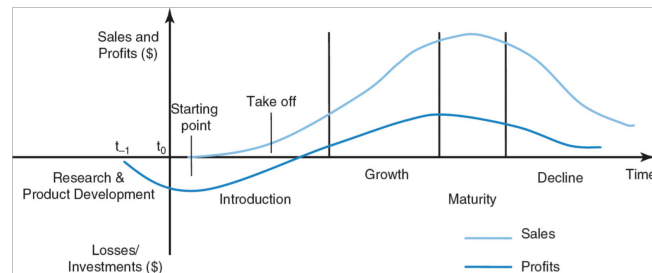
It is the result of the business activity that is offered to customers. It can be a physical good or a service or a set of accessory products and services (offer).



**Sum of the physical, psychological and social satisfaction that the buyer derives from the purchase, possession and consumption**

Ex. hardware+ software + assistance for 1 year

## product life cycle



Different strategies in the various phases of the PLC and .....different markets...



# Product Management in Foreign Markets

- The way a product is marketed is **dependent on the environment** that it is in.
- **Variables to consider** while in foreign markets
  - Differences in product use and expected benefits
  - Product and brand perception
  - Preferences in style, color, and design
- **Adaptations are not enough** to be successful abroad: the company has to develop a **completely different marketing approach**.

# Starbucks' Marketing Strategy in China

China is now Starbucks' second largest market

- First targeted largest Chinese cities then expand to second-tier cities.

Starbucks' strategy includes changing China's preference of tea to coffee

- To do this, Starbucks targets the young professional class who are open to Western culture.
- Fill stores with educational brochures, have frequent tasting sessions.

Starbucks has also adopted to Asian preferences

- Added more seating, offers traditional Chinese cakes during mid-autumn festival.
- Developed fruity drinks for consumers that do not prefer coffee's bitter taste.



Starbucks in China

*Source:* © Author.

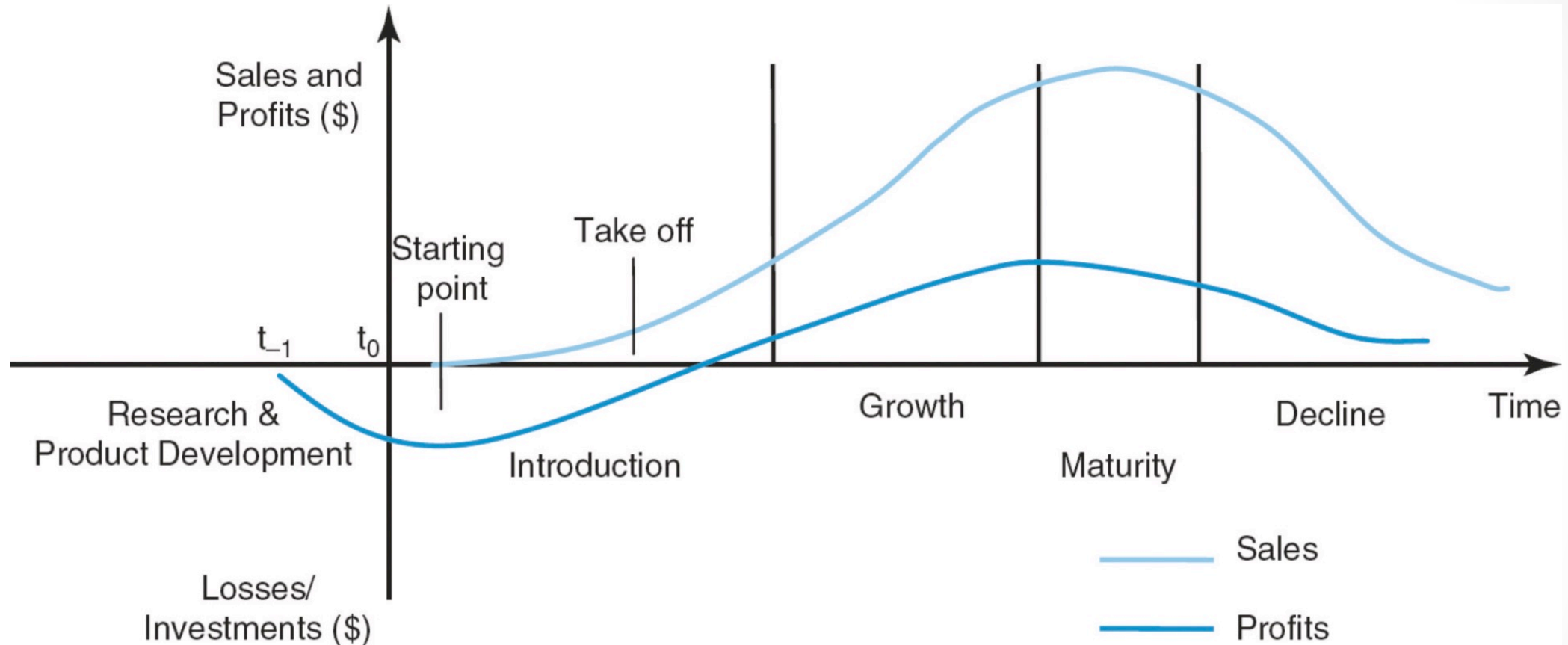
# Reevaluating Marketing Strategies

Strategy must take into account the product's distinctive characteristics and how the characteristics of people and competitive forces affect how a product is perceived.

- A product must be treated in relation to its **classification** based on the category it belongs to (industrial vs. consumer, durable vs. non-durable, convenience / preference / shopping / specialty, etc.)
- Significant **differences in competition** can force the need for a product to be modified
  - Product adaptation is required to get closer to the market when local competitors are very strong
- **Consumer characteristics and behavior** can change how the product is used over time.



# The Product Life Cycle (PLC)



*Source:* Compiled by author.

# International Differences within PLC

**The PLC can significantly vary across different countries.** We can find differences in:

- The shape of the PLC curve
- The product phase in the life cycle

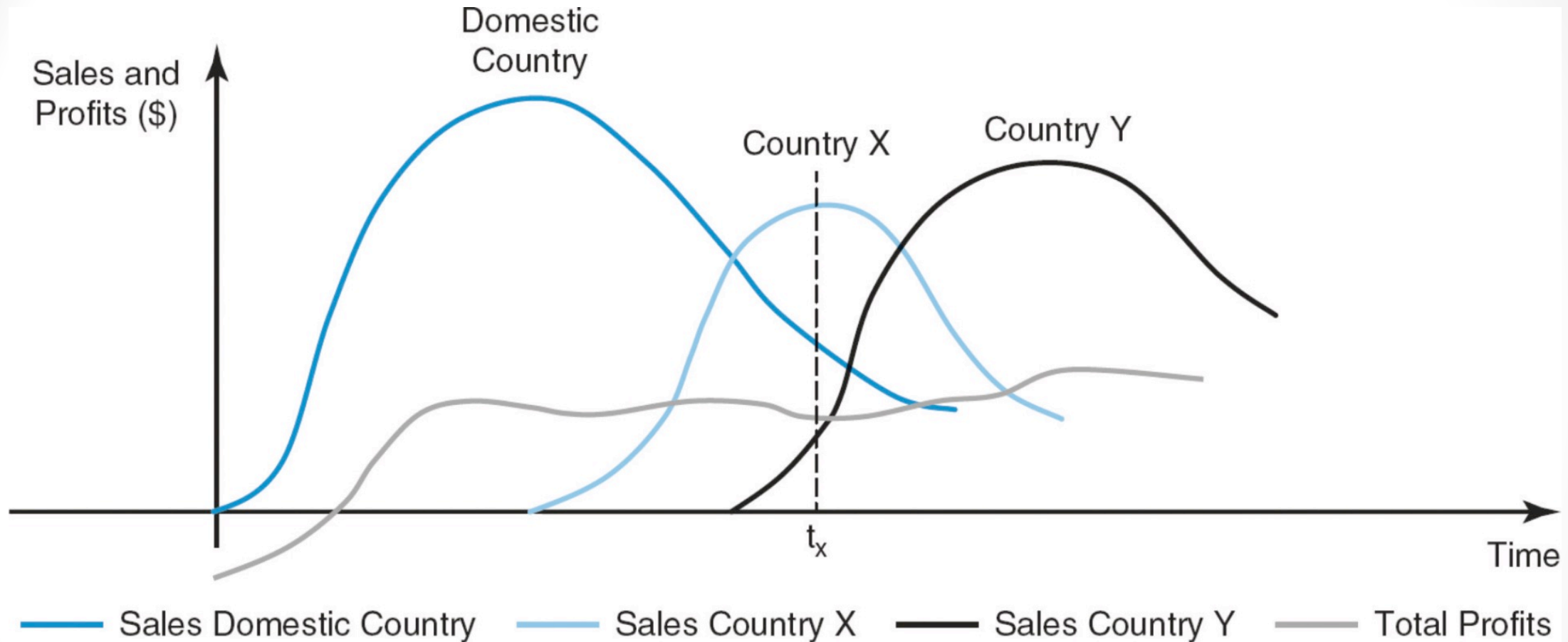
In relation to the shape of the PLC curve, there are **three differences in the diffusion process of innovation among various countries:**

- The starting point
- The take-off point
- The rate at which acceptance occurs

The **life cycle phase that the product goes through can also be different** in a given country.

- Managing the PLC across different countries can guarantee to the company the maintenance of a constant level of profits.

# PLCs Across Different Countries for a Specific Product



Source: Compiled by author.



# Different Perspectives of PLC

- The PLC can be related to the **whole product category** or a **specific brand**
- A good indicator for the potential of a product in a low-saturation level market is the existence of **wide disparities in the demand for a product or brand from one market to the next.**
- Examples: **Ready Meals, Nivea**
  - Ready Meals has reached the maturity phase in Europe but continues to grow in other markets
  - Nivea occupies the mature phase of the PLC in Western Europe and the introductory or growth phase in emerging markets.

# PLC Cultural Differences



- In Western countries, disposable diapers are a **commodity (maturity stage)**
- In China, diapers were only introduced a few years ago **(growth stage)**
- Many Chinese mothers still use open pants called **kaidangku**

A Chinese Child With *Kaidangku*

Source: © Author.

# The Standardization vs. Adaptation Dilemma

The choice between **standardization and adaptation** of marketing strategies is responsible for the company's chances to successfully enter a market.

- There are **five alternatives** to the dilemma:
  - The domestic product is exported abroad without modifications (**standardization**)
  - The domestic product is exported abroad with **some adaptations**
  - A **global standardized product** is created to target a **transnational segment**
  - A **global standardized product** is created to target a transnational segment across different foreign markets, but **some adaptations** are required
  - A **new product** is created to target a foreign market
- The dilemma has to take into consideration the relationship among **market, industry, and company factors**.
- To evaluate the **ideal combination** of standardization and adaptation, we have to take into consideration when **standardization is favorable** and when **adaptation is favorable**.



# Factors to Consider (1)

- **Environmental Factors**
  - **Physical characteristics** of the country, **socioeconomic and demographic** differences, **religion, political aspects, language**, and **culture** can influence marketing decisions.
- **Cost Reduction**
  - **A standardized international marketing program strategy favors cost reduction** because of economies of scale in R&D, production, marketing, and managerial and organizational processes.
- **Global Image**
  - A strategy when a company communicates **one message that is recognizable all over the world** in order to strengthen the company's **corporate image**.
    - E.g. M&M candies and Sephora, Coca-Cola, McDonald's, Lego, and Sony
- **Easier Planning and Control**
  - A company with a **standardized approach** can benefit the company **with greater control over the development and implementation of strategies and marketing mix policies** more easily than a company with an adaptation strategy.
- **Diffusion of Innovation**
  - The possibility to obtain a **quick return on investment with standardization** favors the spread of product innovations

# Factors to Consider (2)

- **Motivation of Local Managers**
  - Opting for **adaptation** can create **stronger staff commitment**
- **Benefits for local consumers**
  - **Adapted products are more attractive** to consumers and more competitive in **foreign markets**
- **Legal issues and differences in technical standards**
  - A standardized product strategy cannot be adopted when individual country requirements are different in terms of **technology, standards**, and **approval procedures**.
    - E.g. Video game industry
- **Costs of distribution, coordination and personal clients' services**
  - Standardization obtained with **centralized production, operating on a global scale**, **involves production cost reduction**

The target market must be analyzed in order to find the right balance between standardization and adaption

# Nutella case study

- Nutella, the chocolate cream manufactured by the Italian company Ferrero, famous everywhere for its taste and appreciated in many countries all over the world. In the case of Nutella, **adaptation is required**. In some countries the hot climate has imposed upon the production of a cream chocolate that has to be resistant to high temperatures to avoid the alteration of ingredients. Furthermore, due to different food cultures, the taste of Nutella is not the same everywhere. For example, in Italy it's richer with nuts, while in Germany the taste of chocolate is dominant.





# Barilla case study

- In all markets Barilla offers the **same core product**: recipes, mixes of the different durum wheat semolina, shapes, cooking performance are not adapted to local consumption methods. In fact, Barilla has preferred to export the culture of “authentic Italian” pasta, implementing a strategy for enhancing Italian gastronomy in the countries it oversees.
- the **adaptation of advertisements** to local specificities, on the other hand the maintenance of a coherent brand and image at a supranational level. The advertisements broadcast are therefore different from country to country, despite having elements in common.



# Barilla case study

- create an **international product portfolio**. Ready Pasta Barilla is a fully cooked pasta, ready in the microwave in just 60 seconds. Also the “Italian-Style Entrées” are ready in few seconds and are also topped with different types of sauce. These products have been created by Barilla to target some foreign markets that want to cook pasta quickly and simply, and they are not available in the Italian market



# Product Use & Perception

Product use in a foreign market considers:

- The use **function**
- The use **situation**
- The use **conditions**
- The **product utilization level**

The **culture and environment** of the consumer can greatly influence consumer needs, and consequently **product perception** and **expectations**

- Standardization is prevalent with industrial goods that satisfy homogenous needs
- Consumer goods require adaptation in many cases
  - E.g. Heineken ( different flavours)
- Differences in the evaluation of product characteristics depend on the **way in which the product is perceived across cultures**
  - E.g. Passenger transport modes ( different attitudes vs train/car/airplane...)

# Product Attributes

One of the main issues defining the international product offer is to **determine which product attributes can be standardized and which have to be adapted.**

Attributes to be analyzed:

- Regulations and standards
- Physical characteristics
- Style and design, color, and product quality
- Packaging
- Branding
- Country of origin
- Service attributes

A company must take into consideration **not only differences between countries but also diversities within a specific country itself.**

# Regulations & Standards

The **process of standards harmonization** will reduce the need to modify the product characteristics, thus favoring economies of scale in the production process.

- Country laws and standards for various products strongly influence company policies
  - The increasing number of local standards is often the result of the reduction of tariff barriers
- Companies wanting to enter a market in a given country must fulfill specific requirements concerning **quality, safety, size, and ingredients composition**.
- European Union countries are interested in international harmonization of product standards to encourage **internal trade** through the **elimination of technical barriers, increase market access**, and **promote** and **disseminate technologies**.
- The definition of **different standards** is often also linked to **competitive targets**
  - E.g. Illycaffé of Nespresso Compatible Capsules



# Physical Characteristics

Mandatory adaptations are often less frequent in comparison to **physical adaptations** that are required to meet **differences in consumer behavior** and **national marketing environments**.

- E.g. Japanese soft drink company Ito En, Danish local company using insects as ingredients for food production, United Arab Emirates dairy market

**Adaptation of physical characteristics** is **not an exception** even with products that are already considered **global** and that are commercialized all over the world.

- E.g. Nestlé



Insect Snack Produced by a Danish Company  
*Source:* © Authors.

# Style and Design, Color and Product Quality

- **Design** allows the creation of a link between technological and market innovation
- The challenge for the company is **how to successfully adapt a product to local needs and technology requirements while at the same time minimizing developmental costs.**
  - Design differences are often necessary in order to reduce the product's final price
- **Color** is another key element, which may be interpreted differently by consumers in various countries
- The same product **quality** can be considered high in one country, medium or low in another one
  - E.g. Italian goods being sold in France
- **National culture** influences the evaluation of **service quality**

# Packaging

Packaging is central to both how products are used, how they communicate benefits to consumers, how they are able to create a sensory appeal.

- There are **four** elements to packaging analysis:
  1. Labeling
  2. Packaging style and design
  3. Packaging dimensions
  4. Functional characteristics
- Different product usage in different cultures can influence packaging
  - E.g. Bilingual labeling in Canada
- Other factors to consider: education level, transportation and channel length

# Branding

The role of branding is affected by the increasing awareness of the **centrality of brands in the global context**.

- A company must take into account:
  - Brand strategy
  - Brand name and logo selection

In some cases, the **brand value** of a company is greater than its revenue

- Companies with a strong brand value can exploit this advantage through **global branding**
  - A global branding approach allows the possibility to **standardize other marketing activities, such as communication**, because of the brand's uniqueness
  - When using a global branding strategy, it can be **difficult for a company to guarantee uniform product quality**

Market leadership is obtained through the development of a **portfolio of products characterized by both global and local brands**

# Types of Brands

## Manufacturer's own brand

- Occurs when a **brand is owned by a producer** of a product or service
  - E.g. Dove, San Pellegrino, Bulgari

## Private brand

- The **brand owner is the retailer**
  - E.g. H&M, Carrefour, Zara, Amazon.com

## Co-branding or ingredient branding

- The established **brand names of two different companies** are used on the **same product**
  - E.g. Martini Gold, Dell computer with an Intel core

## Licensed brand

- Occurs when a company uses a **brand name offered by the brand owner for an agreed fee or royalty**
  - E.g. Ray-Ban, Oakley, Arnette, Oliver Peoples etc.



Bulgari in Outdoor Advertising: An Example of Manufacturer's Brand

*Source:* © Author.



# Product : brand strategy



**American Marketing Association:** the brand (or brand) is a name, a symbol, a sign, which is intended to identify the goods and services of a company and distinguish them from those of others

**Brand identity**

what the company transmits to the market

**Brand image**

what consumers perceive

**Brand positioning**

enhancement of the distinctive elements

**Brand Equity**

brand value (financial and as a customer judgment)

# Brand Name and Logo Selection

Brand name and logo selection are part of the **communication strategy created for target clientele.**

Choices to consider in reference to brand name and logo:

- Entering the market with the **original brand name**
  - E.g. fashion labels (Chanel, Louis Vitton, Versace etc.)
- Opting for a **translated brand**
  - E.g. Coca-Cola
- Using a **completely different brand name**
  - Used by multinationals that enter a foreign market by acquiring local brands
    - E.g. Unilever

# A Louis Vuitton store in the United States



*Source:* © Author.

# Hearthbrand Ice Creams In Unilever:

## A Unique Logo For Different Brand Names

Brand name	Country
<b>Algida</b>	Serbia, Greece, Italy, Poland, Slovak Republic, Turkey, Hungary, Czech Republic, Romania
<b>Bresler</b>	Chile, Bolivia
<b>Eskimo</b>	Croatia, Austria, Slovenia
<b>Frigo</b>	Spain
<b>Frisko</b>	Denmark
<b>GB Glace</b>	Finland, Sweden
<b>Good Humor</b>	United States
<b>Holanda</b>	Mexico
<b>Kibon</b>	Brazil
<b>Kwality Wall's</b>	India, China
<b>Langnese</b>	Germany
<b>Pierrot Lusso</b>	Switzerland
<b>Miko</b>	France
<b>Ola</b>	Belgium, South Africa, Netherlands
<b>Olá</b>	Portugal
<b>Pinguino</b>	Ecuador, Colombia
<b>Selecta</b>	Philippines
<b>Streets</b>	Australia, New Zealand
<b>Tio Rico</b>	Venezuela
<b>Walls</b>	Ireland, UK

*Source:* Author's elaboration on Unilever country sites.






















# Hearthbrand Ice Creams In Unilever:

















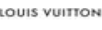
































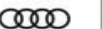


























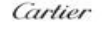

























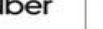

# Top Global brands in the World

01  +48% 154,000 Bn	02  +100% 100,000 Bn	03  +100% 100,000 Bn	04  +100% 80,000 Bn	05  +4% 58,000 Bn	06  +4% 55,000 Bn	07  +4% 55,000 Bn	08  +10% 50,000 Bn	09  +4% 48,000 Bn	10  +4% 44,447 Bn	11  +10% 40,000 Bn	12  +4% 40,000 Bn
13  +1% 35,000 Bn	14  +1% 34,000 Bn	15  +4% 34,000 Bn	16  +4% 32,707 Bn	17  +11% 30,000 Bn	18  +4% 28,000 Bn	19  +1% 26,000 Bn	20  +4% 25,000 Bn	21  +11% 22,000 Bn	22  +4% 20,700 Bn	23  +1% 20,000 Bn	24  +1% 19,000 Bn
25  +4% 17,700 Bn	26  +10% 17,000 Bn	27  +4% 15,000 Bn	28  +1% 14,000 Bn	29  +10% 14,000 Bn	30  +10% 14,000 Bn	31  +1% 14,000 Bn	32  +10% 14,000 Bn	33  +4% 14,000 Bn	34  +10% 14,000 Bn	35  +10% 14,000 Bn	36  +4% 14,000 Bn
37  +1% 14,000 Bn	38  +1% 14,000 Bn	39  +10% 14,000 Bn	40  +4% 14,000 Bn	41  +10% 14,000 Bn	42  +10% 14,000 Bn	43  +10% 14,000 Bn	44  +10% 14,000 Bn	45  +10% 14,000 Bn	46  +10% 14,000 Bn	47  +10% 14,000 Bn	48  +10% 14,000 Bn
49  +10% 14,000 Bn	50  +10% 14,000 Bn	51  +10% 14,000 Bn	52  +10% 14,000 Bn	53  +10% 14,000 Bn	54  +10% 14,000 Bn	55  +10% 14,000 Bn	56  +10% 14,000 Bn	57  +10% 14,000 Bn	58  +10% 14,000 Bn	59  +10% 14,000 Bn	60  +10% 14,000 Bn
61  +10% 14,000 Bn	62  +10% 14,000 Bn	63  +10% 14,000 Bn	64  +10% 14,000 Bn	65  +10% 14,000 Bn	66  +10% 14,000 Bn	67  +10% 14,000 Bn	68  +10% 14,000 Bn	69  +10% 14,000 Bn	70  +10% 14,000 Bn	71  +10% 14,000 Bn	72  +10% 14,000 Bn
73  +10% 14,000 Bn	74  +10% 14,000 Bn	75  +10% 14,000 Bn	76  +10% 14,000 Bn	77  +10% 14,000 Bn	78  +10% 14,000 Bn	79  +10% 14,000 Bn	80  +10% 14,000 Bn	81  +10% 14,000 Bn	82  +10% 14,000 Bn	83  +10% 14,000 Bn	84  +10% 14,000 Bn
85  +10% 14,000 Bn	86  +10% 14,000 Bn	87  +10% 14,000 Bn	88  +10% 14,000 Bn	89  +10% 14,000 Bn	90  +10% 14,000 Bn	91  +10% 14,000 Bn	92  +10% 14,000 Bn	93  +10% 14,000 Bn	94  +10% 14,000 Bn	95  +10% 14,000 Bn	96  +10% 14,000 Bn
97  +10% 14,000 Bn	98  +10% 14,000 Bn	99  +10% 14,000 Bn	100  +10% 14,000 Bn								

Interbrand  
Best  
Global  
Brands

Source: Adapted from Interbrand (2018). [www.interbrand.com/best-brands/best-global-brands/2018/ranking/](http://www.interbrand.com/best-brands/best-global-brands/2018/ranking/) [accessed September 23, 2019].

# Top Global brands in the World

01  +26% 408,251 \$m	02  +24% 249,249 \$m	03  +27% 210,191 \$m	04  +19% 196,811 \$m	05  +20% 74,635 \$m	06  +1% 57,488 \$m	07  +5% 54,107 \$m	08  +3% 50,866 \$m	09  +7% 45,865 \$m	10  +8% 44,183 \$m
11  +24% 42,538 \$m	12  +5% 41,631 \$m	13  +16% 36,766 \$m	14  +184% 36,270 \$m	15  +3% 36,248 \$m	16  +6% 36,228 \$m	17  -3% 35,761 \$m	18  -5% 33,257 \$m	19  +23% 32,007 \$m	20  +7% 30,090 \$m
21  +36% 24,832 \$m	22  +4% 22,109 \$m	23  +20% 21,600 \$m	24  +6% 21,401 \$m	25  -2% 21,315 \$m	26  +21% 20,905 \$m	27  +6% 20,034 \$m	28  +4% 19,431 \$m	29  +1% 19,377 \$m	30  -2% 19,075 \$m
31  +3% 18,420 \$m	32  +7% 17,758 \$m	33  +6% 16,656 \$m	34  +17% 15,174 \$m	35  +6% 15,168 \$m	36  +19% 15,036 \$m	37  -4% 15,022 \$m	38  +37% 14,770 \$m	39  +19% 14,741 \$m	40  +4% 14,466 \$m
41  +20% 14,445 \$m	42  +36% 14,322 \$m	43  +1% 14,133 \$m	44  -8% 13,912 \$m	45  -9% 13,503 \$m	46  +8% 13,474 \$m	47  +9% 13,423 \$m	48  +10% 13,408 \$m	49  +11% 13,381 \$m	50  +18% 13,065 \$m
51  +16% 13,010 \$m	52  +2% 12,861 \$m	53  0% 12,501 \$m	54  +5% 12,501 \$m	55  +3% 12,491 \$m	56  0% 12,285 \$m	57  +4% 12,088 \$m	58  +4% 11,739 \$m	59  +5% 11,131 \$m	60  +5% 11,047 \$m
61  -8% 10,657 \$m	62  +4% 10,646 \$m	63  +8% 10,481 \$m	64  +2% 10,317 \$m	65  -5% 9,846 \$m	66  +16% 9,762 \$m	67  +3% 9,702 \$m	68  +3% 9,629 \$m	69  +6% 9,380 \$m	70  +26% 9,197 \$m
71  +21% 9,082 \$m	72  -9% 8,642 \$m	73  +9% 8,100 \$m	74  +8% 8,100 \$m	75  +2% 7,548 \$m	76  +12% 7,160 \$m	77  +17% 7,024 \$m	78  +6% 6,952 \$m	79  -14% 6,897 \$m	80  +7% 6,747 \$m
81  +4% 6,537 \$m	82  +11% 6,503 \$m	83  +22% 6,368 \$m	84  -5% 6,313 \$m	85  -2% 6,196 \$m	86  +4% 6,087 \$m	87  +3% 5,937 \$m	88  0% 5,832 \$m	89  +4% 5,720 \$m	90  +5% 5,616 \$m
91  +24% 5,536 \$m	92  +10% 5,484 \$m	93  +6% 5,428 \$m	94  +20% 5,416 \$m	95  +3% 5,299 \$m	96  +5% 5,231 \$m	97  +8% 5,195 \$m	98  0% 5,088 \$m	99  -4% 4,726 \$m	100  New 4,628 \$m

Source: Adapted from Interbrand (2021).

# Internal Dimensions for the Success of a Global Brand

<b>Clarity</b>	Clarity is referred to what a brand stands for in terms of its value, positioning and proposition. In global markets, a clear positioning to target transnational segments is very important.
<b>Commitment</b>	Commitment to the brand is fundamental for global brand success, to ensure that the corporate culture will put the brand at the center of every activity
<b>Governance</b>	Governance reflects the degree to which the organization has the required skills and an operating model to manage brand strategy, especially in international markets where companies can suffer of lack of control in some countries.
<b>Responsiveness</b>	Responsiveness is the ability to adapt the brand to market changes, challenges, and opportunities offered in different countries.

*Source:* Adapted from Interbrand. (2018). “Methodology.” [www.interbrand.com/best-brands/best-global-brands/methodology/](http://www.interbrand.com/best-brands/best-global-brands/methodology/) [accessed September 23, 2019].

# External Dimensions for the Success of a Global Brand

<b>Authenticity</b>	Authenticity is based on an internal truth and capability of a brand that has to communicate a clear story and value set, which in international marketing has to match with local values and cultures.
<b>Consistency</b>	Consistency is reached when a brand is able to deliver a consistent customer experience worldwide, creating a visual, verbal, auditory, and tactile identity across borders, often due to a global marketing investment. McDonald's is an example. Not only does it have a global message, but at the same time it appropriately modifies its approaches, in-store appearance, and the menu to satisfy local consumers.
<b>Relevance</b>	Relevance reflects the fit with consumer needs across different countries and it is reached when a global brand demonstrates that it is able to respect local needs, desires, decision criteria, and tastes across all geographies, communicating a "global" advantage. An example is the HSBC Group, the "world's local bank," which pursues local adaptation while fulfilling a global mission.
<b>Presence</b>	Presence is referred to brands that are omnipresent and talked about positively by consumers and other target audiences in both traditional and social media. Apple has created a strong presence worldwide around the concept of innovation which is positively communicated in all communication channels.
<b>Differentiation</b>	Differentiation is typical of leading brands and is based on a strong awareness and brand experience and positioning that enables rapid penetration into new markets. An example is BMW, which is the symbol of "performance" in engineering and design and identifies the car owner as a "successful in career" person.
<b>Engagement</b>	Engagement involves the emotional dimension, strongly connected with human values and aspirations, and must have a common appeal and a strong identification with the brand despite cultural differences. An example is Nike, which was able to target the mass market worldwide around the passion for different sports.

*Source:* Adapted from Interbrand. (2018). "Methodology." [www.interbrand.com/best-brands/best-global-brands/methodology/](http://www.interbrand.com/best-brands/best-global-brands/methodology/) [accessed September 23, 2019].

# Country of Origin and Place Branding

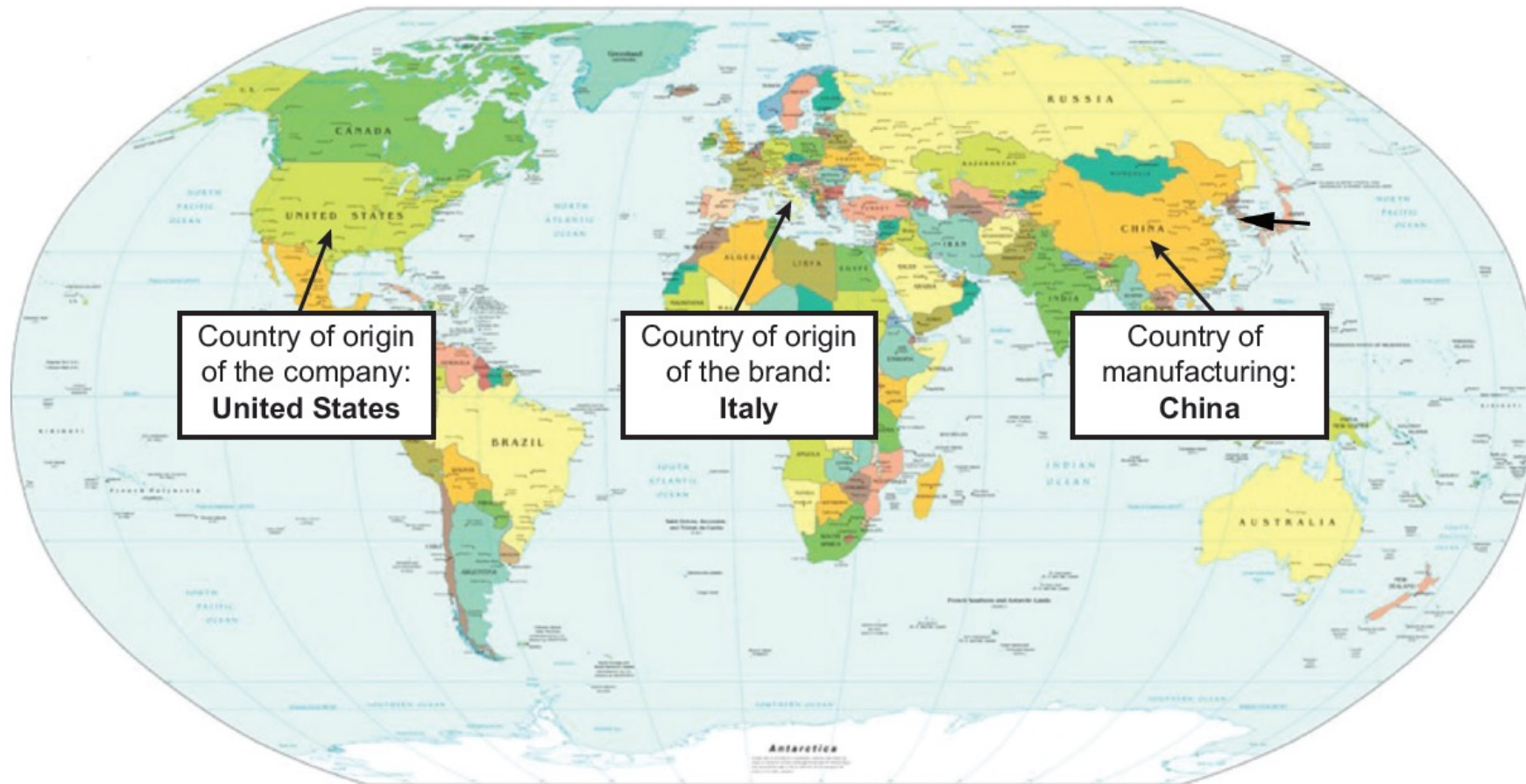
Country of origin represents the **extension of the perception of a specific country to its products or brands**

**Place branding:** a nation is like a brand whose winning characteristics can be communicated with the aim to build a strong national image and reputation.

- A method based on **six dimensions** that is applied to **measure brand value of a place** is the Anholt-GfK Nation Brands Index (NBI):
  1. Exports
  2. Governance
  3. Culture and Heritage
  4. People
  5. Tourism
  6. Investment and Immigration
- Other factors that must be considered are ethnocentricity and animosity toward countries



# An Example of Hybrid Country-of-Origin



*Source: Adapted from CIA, The World Factbook*

# Gucci Example



Gucci has Italy as a country of manufacturing and country of brand, France as the country of origin of the company ( Kering Group) , and a product-country of origin fit that can be Italy or France.

Gucci in Outdoor Advertising in Rome

*Source:* © Author

# FCA

FIAT CHRYSLER AUTOMOBILES



Jeep



# Service Attributes

Services can include **installation, after-sales services, warranties, repair and maintenance, spare parts, returns, and instruction manuals.**

- The guarantee of an after-sale service can **reduce potential customer reticence toward a foreign product.**
  - E.g. Fiat
- In countries lacking a consumer culture, warranty standardization is not always possible

Client companies prefer a **standardized post-sale assistance and warranty policy**

- if the client company has different subsidiaries, they would end up using the same product but they would benefit from different types of warranties and post-sale services depending on the location.
- if the product is purchased by a subsidiary in a country and then moves to another subsidiary abroad, the lack of service standardization risks to make the product assistance service confusing and difficult.

# Management Orientation

Management orientation (ethnocentric or globally oriented) is an aspect that can make the **difference in the choice between standardization or adaptation**.

- For example, the Chinese company Lenovo is a global/local company with no fixed headquarters.
  - “We don’t go anywhere with the idea that we are a Chinese company, but more that we are a global company”- Lenovo’s director of global media relations

With a **global culture**, managers are aware of the **cost advantages of standardization**, but are **also open to adaptation** and understanding the local needs.

Uniqueness of a product due to the country of origin is good, but failure to adapt certain differences can lead to failure.