

**The influence of culture on marketing communications
between South African and German businesses**

Submitted in fulfilment of the requirements of the degree of

Master of Technology: Marketing

in the Faculty of Management Sciences at the

Durban University of Technology

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Bachelor of Arts (B.A.)

April 2012

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DECLARATION BY CANDIDATE

I, Marcel Schnalke, hereby confirm that this work is my original work and has not been submitted for any other qualification.

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**"Culture is more often a source of conflict than of synergy.
Cultural differences are a nuisance at best and often a disaster."**

Prof. Geert Hofstede (2009), Emeritus Professor, Maastricht University

ABSTRACT

Globalization has brought new challenges for companies operating internationally. Various geographic locations, including numerous cultures, enhance marketing operations for an international company. The marketing communications process is influenced by culture and, therefore, it is important to identify the main national cultural factors and variables which influence this process. This study aimed to investigate the influence of national culture on marketing communications between German and South African businesses. The objectives of this study were to identify the main critical national cultural factors/variables influencing marketing communications between South African and German businesses and to develop a cultural framework to support marketing communications between German and South African firms.

In order to accomplish the objectives, the study was undertaken as a quantitative survey combined with qualitative in-depth interviews to provide better understanding of the information obtained from the survey. The quantitative study was conducted from marketing staff selected from a population of 250 companies. Six in-depth interviews discussing the findings and results obtained through the quantitative study completed the qualitative part of the study.

Language, value system, religion, level of education, attitude towards time, marketing communication style and marketing messages have been identified as the seven main cultural factors/variables to be critical and which have to be taken into consideration for marketing communications.

Two cultural frameworks, one focussing on South Africa, the other one focussing on Germany, have been developed to provide South African and German businesses with the essential information and support if they want to implement a successful marketing communications strategy for either the German or the South African market.

DEDICATION

This work is dedicated to my supportive family – especially to my parents Silvia and Udo Schnalke – who encouraged and believed in me to complete this work in a foreign country.

ACKNOWLEDGEMENTS

This work would not have been completed without the help and support of many individuals. I would like to thank everyone who has helped me along the way.

First of all, I would like to gratefully acknowledge the help of my supervisor, Prof Roger Mason, for guiding me throughout the entire research project. Without his encouragement and support, I would not have been able to complete this dissertation.

I would like to thank my co-supervisor, Mr Zwakele Ngubane, for his support and always constructive feedback.

Furthermore, I would like to thank Dr Hari Garbharran for the help as my language editor and Mr Deepak Singh for his assistance with my data analysis.

Many thanks go to Dr Lavern Samuels and Ms Indrani Naidoo from the International office for their continuing support during my stay in Durban.

I would like to express my thanks to Ms Karen Corbishley and Mr Peter Raap who gave me the opportunity to assist them as a lecturing assistant and to gain experience in a completely new working environment.

My special thanks go to Prof Theo Andrew for the organisation, encouragement and support to make this international experience possible.

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LIST OF ABBREVIATIONS

B2B	Business to Business
B2C	Business to Consumer
EU	European Union
HC	high context
IBM	International Business Machines Corporation
LC	low context
Marcomm	marketing communications
n	count
PR	Public Relations
R	Rand
SPSS	Statistical Package for the Social Sciences
UAI	Uncertainty Avoidance Index
UK	United Kingdom
USA	United States of America
WoM	Word of Mouth

CHAPTER 1: INTRODUCTION

1.1 Introduction

This chapter provides a brief background to the study. The research problem of the study, the aim and the objectives will be discussed and the significance of the study will be highlighted. It will also provide an overview of the research methodology, the scope of the study with its delimitations as well as a short overview of the contents of the five chapters.

1.2 Background and context of the study

Czinkota and Ronkainen (2007: 5) maintain that world trade has assumed an importance heretofore unknown to the global community. In past centuries, trade was conducted internationally but never before did it have the broad and simultaneous impact on nations, firms, and individuals that it has today. Balabanis, Theodosiou and Katsikea (2004: 353) suggest that markets in many industries, whether for consumer products, industrial goods and services or markets for resources such as capital, materials and technology, are becoming increasingly integrated worldwide. Companies have a variety of reasons to get involved in international markets. Many firms just want to enter foreign markets to increase sales and profits or they see growth potential abroad when their domestic market is almost saturated (Gillespie, Jeannett & Hennessey, 2007). According to Katsikeas, Bell and Morgan (in Zou, Kim & Cavusgil, 2009: 1), exporting plays an important role in a firm's growth and profitability in the globalized market.

Since companies operate in a globalized world, it is necessary for them to understand the culture of their foreign target markets, if they want to understand and influence their customers' wants and needs (Gillespie et al.,

2007). Doole and Lowe (2008: 307) suggest that the geographical and cultural separation of the company from its marketplace causes great difficulty in communicating effectively with its stakeholders. Therefore, a company which operates internationally has to manage its international communication strategy effectively to reach its objectives and benefits (Burgess & Bothma, 2007: 336-353). Egan (2007: 420) states that all marketing communications are, in many ways, culturally specific and this may mean adjusting to a variety of international environments.

The focus of this study is on the economic relations between Germany and South Africa. Approximately 600 German companies are operating in South Africa and employ over 90,000 workers. Besides the major German companies, there are many German medium-sized firms represented in South Africa (*German companies in South Africa*, 2011). Germany is one of South Africa's most important trading partners, behind China and ahead of the United States of America (USA). Goods worth over 4.3 billion Euro were exported to Germany in 2010. The imported goods from Germany to South Africa were worth approximately 6.8 billion Euro (*Overview of the economic relations*, 2011).

1.3 Statement of the research problem

Germany is an important trading partner for the South African economy. The German companies in the country contribute significantly to employment and technological development which is underscored by a wide range of technology transfer (*Overview of the economic relations*, 2011).

Therefore it is very important for South African enterprises to build strong relationships with their German business partners. However, as Thitthongkam, Walsh and Bunchapattanasakda state (2011: 7), cultural

misunderstandings in business activities can be destructive to an organization. The determinants of culture, like political philosophy, economic philosophy, education, language, social structure and religion influence the values and norms of a society (Hill, 2007: 93). Every country has its specific cultural identity and some scholars (Kluckhohn & Strodtbeck, 1961; Hall, 1976; Hofstede, G., 1980) have developed different models and frameworks to explain difficulties between countries and their cultures. Hofstede's cultural dimension of uncertainty avoidance, for example, shows a high score for Germany. That means that Germans, in general, feel relatively uncomfortable in unstructured situations, i.e., situations which are novel, unknown, surprising and different from usual. In comparison, South Africans, uncertainty avoidance index (UAI) is lower (Hofstede, G., Hofstede & Minkov, 2010: 187-195). There is a cultural disparity which could cause marketing communication problems between German companies and their South African business partners.

Cateora and Graham (2007: 120) suggest that marketers can control the product offered to a market, but they have only limited control over the cultural environment within which these plans must be implemented. Therefore, when a company wants to enter a foreign market, it has to implement a marketing communications strategy that fits to the specific cultural environment.

This study, therefore, leads to the question, what are the main marketing communication problems companies have when they operate in foreign markets and how do they operate in these markets? To answer this question, it is important to get an overview of the influence that national culture has on marketing communications between companies with different cultural backgrounds.

1.4 The aim and the objectives of the study

Today's business environment includes various geographic locations including numerous cultures. Difficulties, however, can arise when communication between people, with different cultural backgrounds, takes place (MindTools.com, 2011). Therefore, it is important for German and South African businesses to understand the main national cultural factors and cultural variables which influence the marketing communications process.

1.4.1 The aim of the study

The aim of this study is to investigate the influence of national culture on marketing communications between German and South African businesses. Therefore, this study will analyse the cultural factors which influence marketing communications.

1.4.2 The objectives of the study

Objective one – to identify the main national cultural factors/variables influencing marketing communications between South African and German firms;

Objective two – to identify the critical cultural factors/variables which are most important to German and South African companies in South Africa and their business partners in Germany; and

Objective three – to develop a cultural framework to support marketing communications between German and South African firms.

1.5 Significance of the study

Globalization has produced many opportunities for firms to expand by entering foreign target markets. However, to gain a profit in an international marketplace, it is important to have knowledge about the cultural environment. Different meanings of words in the English language caused by cultural differences can lead to misunderstandings or conflicts in negotiations, and miscellaneous attitudes towards time can cause delays and upset the business partner, for example.

This study will give an overview of how German companies interact with their particular target markets and should also answer the question of what the main cultural problems are in dealing with South African and German companies. The focus is on business to business (B2B) marketing communications between South African and German companies. The investigation, with the focus on companies with a German background in South Africa, will hopefully answer what the cultural differences exactly are and how these affect German companies in South Africa. The information obtained from this study could be an additional support for German companies who want to do business in South Africa and will help them to use the right marketing communication strategy to avoid failure in entering this specific foreign target market.

1.6 Delimitations

The delimitations of the study are:

- The study is focused only on German and South African companies in South Africa who have business relationships with German companies;

- Within the scope of focussing on companies in South Africa dealing with German companies, only marketing managers/employees of these companies will be surveyed; and
- Only cultural factors which affect marketing communications are relevant to the study.
- The study focuses on B2B communication and therefore on personal marketing communications, mostly on one to one communication between two firms.

1.7 Research methodology

This study was undertaken as a quantitative survey research combined with qualitative in-depth interviews to provide a better understanding of the information obtained from the survey.

The quantitative part of this study had a conclusive research design and was undertaken as descriptive research. According to Sekaran and Bougie (2009: 105), a descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variables of interest in a situation. The measures were taken once only on a sample from the population of interest. Therefore, it was a cross-sectional study (Churchill & Iacobucci, 2009: 86).

The sampling frame was based on the Membership Directory 2010/2011 of the Southern African – German Chamber of Commerce and Industry with contact details of 500 companies located in South Africa and dealing with German businesses. From this Membership Directory, relevant marketing staff formed the sampling frame. The final number of respondents depended on how many responded. Thus, the final sample was a self-selected sample. This was influenced by phoning the companies first to get the e-mail

addresses of the respondents and by follow-up mailing to increase the response rate.

The instrument used to collect the required data for this study was a standardized questionnaire. It consisted of structured, so called closed-ended questions which asked the respondents to make choices among a set of alternatives given by the researcher (Sekaran & Bougie, 2009: 200). The questionnaire was sent via e-mail to the business people of the marketing sectors of the companies with a German background.

The data gathered from the questionnaire had to be edited and cleaned to verify that the data values were correct and to detect and remove errors and inconsistencies from data in order to improve the quality of data (Rahm & Do, 2000: 1). After editing and cleaning the data, it was entered into the SPSS (Statistical Package for the Social Sciences) package. The data analysis itself was done using SPSS (Version 17.0) to do a descriptive analysis with tables and figures and, where necessary, the applicable inferential statistics.

The qualitative part of this study had an exploratory research design and was undertaken with in-depth interviews with six respondents. The findings and results obtained through the survey had been discussed with the respondents to get a deeper insight and better understanding of the results of the quantitative study.

1.8 Outline of chapters

This dissertation consists of five chapters. These chapters cover the following areas:

Chapter 1: Introduction

Chapter one provides an overview of the background and context of the study, the research problem, the research aim and objectives, the significance and the scope of the study as well as a short introduction of the research methodology.

Chapter 2: Culture, communication and international marketing

The review of literature in chapter two will provide an overview of marketing communication in general and will show the different components of culture like language and communication systems, attitudes towards time, education, and values and belief systems which influence a company's communication strategy.

Chapter 3: Research methodology and design

Chapter three will present the research methodology and design for this research. It will show the determination of the target population, sample frame, sampling design and sample size and the design of the questionnaire. It will also present and contain the results of the pilot study and introduce the empirical study.

Chapter 4: Research findings and discussion

Chapter four will present the research findings. The data obtained through the questionnaires and the in-depth interviews will be statistically analysed and processed into meaningful results.

Chapter 5: Conclusion and recommendations

A summary and conclusions, which will be drawn from the research findings, will complete this study in chapter five. The final chapter will also present

cultural frameworks to support marketing communications between German and South African firms and give recommendations for both South African and German companies on how to handle their marketing communications in different cultural environments. Recommendations for further research will also be presented.

1.9 Chapter summary

This chapter provided an overview of the background to this study. The objectives and aims have been explained. The research problem was formulated. An outline of the significance of the study, the delimitations as well as the research methodology have been presented.

Chapter two will present the review of literature relevant to the issue underlying the aim of this study.

CHAPTER 2: CULTURE, COMMUNICATION AND INTERNATIONAL MARKETING

2.1 Introduction

This chapter presents a review of literature about culture, communication and marketing communications. Therefore, different cultural patterns from various authors will be discussed, followed by an overview of different communication models. Intercultural communication will be explained in more detail, and finally, the chapter closes with an overview of international marketing with focus on marketing communications.

The literature review is based on academic journals, periodicals, books, and online articles. Research has been done in different fields of the influence of culture on consumer behaviour, but there is a lack of research providing a cultural framework that explains which cultural factors companies should be aware of when planning their marketing communications, especially with regard to South African and German business relationships.

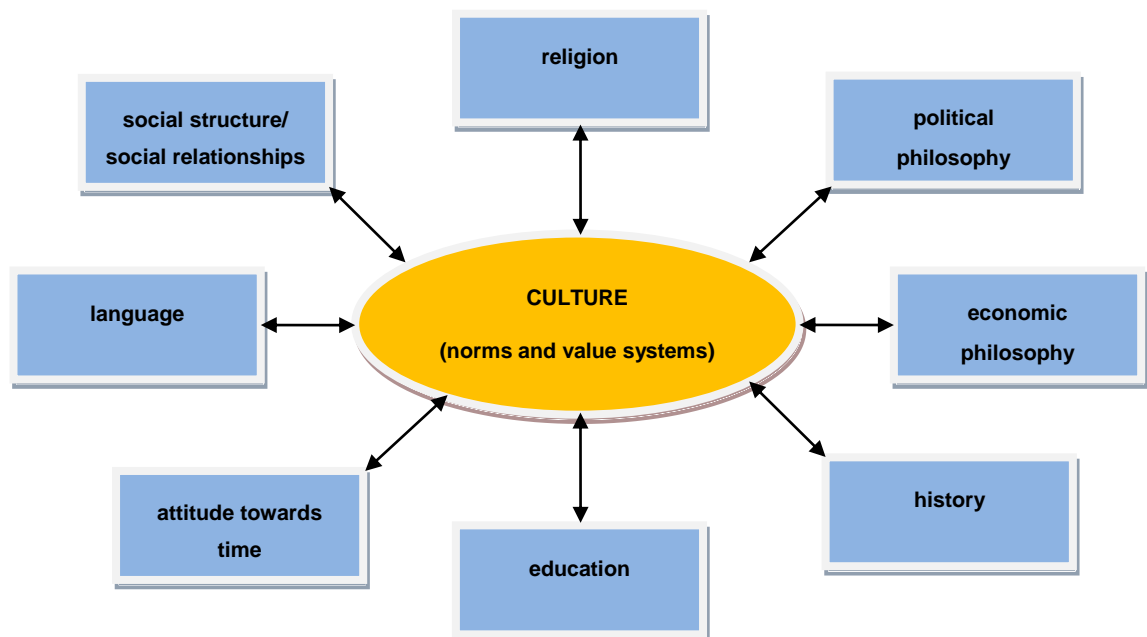
2.2 Culture

This section is devoted to the explanation and definition of culture. As Samovar, Porter and McDaniel (2007: 19) state, culture is ubiquitous, complex, all-pervasive and very difficult to define. Therefore, the elements and characteristics of culture will be examined to arrive at a definition of culture. Finally, some important theories of culture by various authors will be presented. These are namely Hofstede's value dimensions, Kluckhohn and Strodtbeck's value orientations and Hall's cultural dimensions.

2.2.1 The elements of culture

Various authors have written about the elements of culture and have tried to explain its influence on the national culture and the value and norm systems of a society. Elements of culture (see Figure 2.1) are political philosophy, economic philosophy, education, history, religion, attitudes towards time, social relationships and social structure and language which influence the values and norms of a society (Cateora & Graham, 2007: 102-113; Samovar et al., 2007: 18-19; Gillespie & Hennessey, 2010: 54; Hill, 2011: 91). “Each of these ingredients or components plays an equally important role in determining the nature and values of a particular culture” (Lillis & Tian, 2010: 100).

Figure 2.1: The elements of culture



Source: Based on Hill (2011: 91) and Gillespie and Hennessey (2010: 54)

Figure 2.1 shows the elements of culture and the following discussion gives an explanation of each element.

According to Cateora and Graham (2007: 102), the impact of specific events in history can be seen reflected in technology, social institutions, cultural values, and even consumer behaviour. Samovar et al. (2007: 18) state that all cultures seem to believe in the idea that history is a kind of chart that guides its members into the future. Furthermore, they state that each history is unique to a particular culture and carries a specific cultural message.

Religion can have a massive impact on societies. It influences the attitude toward social structure and economic development (Gillespie et al., 2007: 56). Cateora and Graham (2007: 104) state that the impact of religion on the value systems of a society and the effect of value systems on marketing must not be underestimated and that the influence of religion is often quite strong. "The influence of religion can be seen in the entire fabric of a culture" (Samovar et al., 2007: 18).

The social structure of a community is helping members of a culture to organize their lives. Communication networks are established and the regulation of norms of personal, familial and social conduct is done by those social systems (Samovar et al., 2007: 19). According to Cateora and Graham (2007: 103), social institutions, like family, affect the ways in which people organize their lives.

Education plays a major role in a society. At school, individuals learn the substantial skills which are needed in a modern society. Cultural norms, like respect for others, obedience to authority, honesty, neatness, and being on time, are taught at school as well (Hill, 2011: 108).

Cultural attitude towards time is reflected by different time orientations. According to Bluedorn, Felker, Kaufman and Lane (1992: 17), monochronic

means “do one thing at one time”. In a monochronic culture, time is seen as having an economic value. Therefore, activities are undertaken at one time and schedules and agendas are respected. Polychronic cultures do multitasking, i.e., doing two or more things at the same time (Gillespie et al., 2007: 70). “In cultures with this view, people view the ability of being involved with many issues involving other people all at once as more important than completing an individual task by a deadline” (Brodowsky, Anderson, Schuster, Meilich & Venkatesan, 2008: 246). Another time orientation approach is time orientation toward the past, present, or future. That means a society’s predominant time focus is either on the past, the present, or the future (de Mooij, 2005: 57; Gillespie et al., 2007: 71; Brodowsky et al., 2008: 246-247).

According to Samovar et al. (2007: 19), most words, meanings, grammar, and syntax bear the identification mark of a specific culture. Jiang (2000: 328) states that language simultaneously reflects culture, and is influenced and shaped by it. According to Thitthongkam et al. (2011: 6), language encompasses what people create to express values, attitudes and norms. In other words, “language illustrates culture” (de Mooij, 2005: 42).

2.2.2 Characteristics of culture

As previously mentioned, there are several elements of culture which influence the values and norms of a society. To go deeper and get a better understanding of what culture is, it is necessary to examine the major characteristics of culture. According to literature, every culture is learned, shared, based on symbols, integrated, and dynamic (Haviland, Prins, Walrath & McBride, 2007; Samovar et al., 2007).

2.2.2.1 Culture is learned

Every human individual is born with basic drives such as hunger and thirst, but there is no instinctive pattern of behaviour on how to satisfy them, so the individual has no cultural knowledge (O'Neil, 2007). According to Haviland et al. (2007: 26), individuals learn their culture by growing up with it. Learning the culture is a process called enculturation, e.g., “the process by which a society’s culture is transmitted from one generation to the next and individuals become members of their society” (Haviland et al., 2007: 26). According to Chaney and Martin (2010: 9), enculturation is the socialization process that people go through to adapt to their society. Furthermore, they state that the way of classifying, coding, prioritizing, and justifying reality is learned by growing up in one culture. Begler (1998: 273) suggests that everyone is capable of learning more than one culture, although people are usually most fluent and comfortable with the culture in which they grow up.

2.2.2.2 Culture is shared

According to Samovar et al. (2007: 27-28), the key elements of culture must be shared by other members of the culture. As Haviland et al. (2007: 27) state, culture is the shared set of ideas, values, perceptions, and standards of behaviour, so that it is the common denominator that makes the actions of individuals intelligible to other members of their society. It is a fact that each human individual is unique and capable of individual thought, behaviour, and utterances as well as individuals have varying levels of familiarity and expertise with different aspects of their own culture. Nevertheless, what one says and does must conform to some set of underlying linguistic and cultural rules that makes one comprehensible to other members of the society (Begler, 1998: 273).

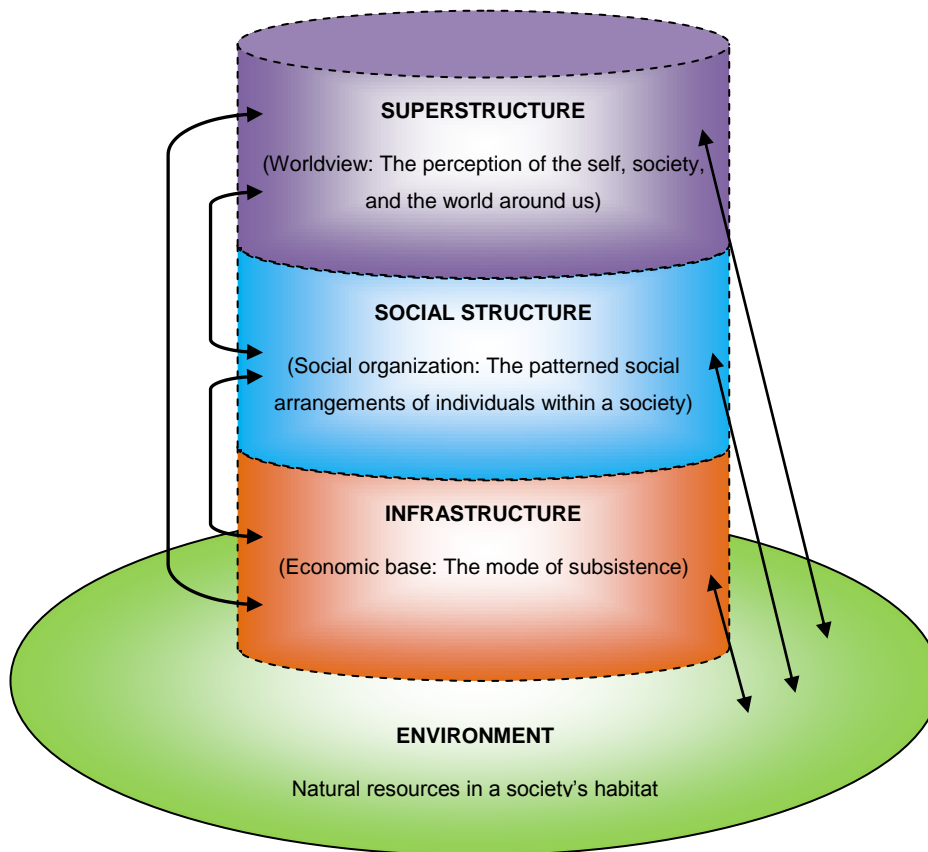
2.2.2.3 Culture is based on symbols

Symbols (signs, sounds, emblems, and so on) are often linked to something else and represent them in a meaningful way. From social life and religion to politics and economics, symbols enter into every aspect of culture. However, as Haviland et al. (2007: 32) state, language is the most symbolic aspect of culture which uses words to represent objects and ideas.

2.2.2.4 Culture is an integrated system

Begler (1998: 273) states that culture is a systemic whole. This statement is consistent with Samovar et al. (2007: 30), who state that culture functions as an integrated whole, it is systemic. Haviland et al. (2007: 33) examined the barrel model of culture which shows the cultural features, which fall within three categories: social structure; infrastructure; and superstructure (see Figure 2.2).

Figure 2.2: The barrel model of culture



Source: Based on Haviland et al. (2007: 33)

According to the barrel model of culture, "every culture is an integrated and dynamic system of adaptation that responds to a combination of internal factors (economic, social, ideological) and external factors (environmental, climatic). Within a cultural system, there are functional relationships among the economic base (infrastructure), the social organization (social structure), and the ideology (superstructure). A change in one leads to a change in the others" (Haviland et al., 2007).

2.2.2.5 Culture is dynamic

As Begler (1998: 273) states, culture is dynamic rather than static. According to Ethington (in Samovar et al., 2007: 29), cultures are in a never-ending

process of reinvention. Chaney and Martin (2010: 9) suggest that people acculturate new ideas into their existing culture, because they do not want to abandon their past. Hazuda, Stern and Hoffner (1988: 687-706) describe acculturation as the process of adjusting and adapting to a new and different culture. Acculturation follows intercultural contact and, as a result, original patterns of either minority or both minority and dominant groups do change (Dedeoglu & Üstündagli, 2011: 1289). Acculturation is a product of globalization and “with advances in communications technology, cultures are increasingly linked by global flows diffusing ideas, products and images across the world at amazing speed” (Craig & Douglas, 2006: 329). Furthermore, they state that the strength of global flows creates a very different landscape in which cultural patterns are no longer concentrated in a given locality, but are rather interconnected across broad geographic areas and multiple groupings as cultural boundaries become less clearly defined (Craig & Douglas, 2006: 330).

2.2.3 Defining culture

According to de Mooij (2005: 35), there are different meanings of culture. The word is used by biologists who produce cultures of bacteria and it is also used in the words ‘agriculture’ and ‘horticulture’. The most common definitions of culture are found in anthropological literature. Kroeber and Kluckhohn (1952) determined over 160 different definitions of the word ‘culture’. According to Albaum, Strandkov and Duerr (2002: 94), culture is human-made, so it is learned and is communicated from one generation to another. This definition corresponds with the statement of Keegan (2002: 68) who states that cultures are ways of living, built up by a group of human beings, which are transmitted from one generation to another. Phatak, Bhagat and Kashlak (2005: 137) point out that culture is to a society what memory is to an individual. Hodgetts, Luthans and Doh (2005: 93) suggest a definition of culture which says culture is acquired knowledge that people use

to interpret experience and generate social behaviour. This knowledge forms values, creates attitudes, and influences behaviour. Cateora and Graham (2007: 676) define culture as follows: "The human-made part of human environment – the sum total of knowledge, beliefs, arts, morals, laws, customs, and any other capabilities and habits acquired by humans as members of society". A similar definition is given by Gillespie, Jeannett and Hennessey (2007: 54): "Culture encompasses the entire heritage of a society transmitted orally, via literature, or in any other form. It includes all traditions, morals, habits, religion, art, and language". A very popular definition is given by Hofstede. He states that culture is "the collective programming of the mind that distinguishes the members of one group or category of people from another" (Hofstede, G., 2001: 9). According to Zhao (2011: 363), Hofstede's definition means that national culture is a set of collective beliefs and values that distinguish people of one nation from those of another. The popular definition of Hofstede has been taken as the basis for this study.

2.2.4 Diverse cultural patterns

According to Samovar et al. (2007: 140), many anthropologists, social psychologists, and communication scholars have devised diverse patterns that can be used to analyze key behavioural patterns found in every culture. Yeganeh (2011: 221) also states that, over the course of past 50 years, researchers in areas such as anthropology, psychology, sociology, political science, and organizational science have developed several conceptual patterns based on various dimensions along which cultures can be analyzed and compared (e.g., Kluckhohn & Strodtbeck, 1961; Hall, 1976; Hofstede, G., 1980; Schwartz, 1992; Trompenaars, 1993; Inglehart, 1997). In the following section three, popular patterns will be explained.

2.2.4.1 Hofstede's value dimensions

Hofstede (2001: xix), a Dutch social psychologist, conducted surveys within subsidiaries of the multinational business organization IBM in 72 countries with over 116,000 respondents. He examined four value dimensions (individualism/collectivism, uncertainty avoidance, power distance, masculinity/femininity) to ascertain how national cultures differ between countries. They reflect basic problems which are similar in any society but for which solutions differ (1980). A fifth dimension (long-term/short-term orientation), which was added later, resulted from his collaboration with Michael Bond from the Chinese University of Hong Kong (Minkov & Hofstede, 2011: 13). According to Zhao (2011: 364) and Minkov and Hofstede (2011: 13), most recently, a sixth dimension (indulgence versus restraint), which was based on Minkov's World Values Survey data analysis for 93 countries, has been added.

In the preface to the second edition of his book (Hofstede, G., 2001: xix), Hofstede articulates the rationale behind this study as follows: "This book explores the differences in thinking and social action that exists among members of more than 50 modern nations. It argues that people carry "mental programs" that are developed in the family in early childhood and reinforced in schools and organizations, and that these mental programs contain a component of national culture. They are most clearly expressed in the values that predominate among people from different countries". As Samovar et al. (2007: 141) state, Hofstede's work was one of the earliest attempts to use extensive statistical data to examine cultural values. Table 2.1 gives an overview of Hofstede's six value dimensions.

Table 2.1: Hofstede's value dimensions

Dimension	Characteristic
Power distance	Acceptance of unequal distribution of power
Uncertainty avoidance	Acceptance of uncertainty or ambiguity
Individualism/collectivism	Collective or individualistic thinking
Masculinity/femininity	Achievement and success versus sociality and quality of life
Long-term/short-term orientation	Future orientation or traditional orientation
Indulgence/restraint	Perception of life control and importance of leisure in life

Source: Author's illustration on the basis of Minkov and Hofstede (2011: 10-20)

a) Power distance

Power distance can be defined as “the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally. Institutions are the basic elements of society, such as the family, the school, and the community: organizations are the places where people work” (Hofstede, G.; & Hofstede, 2005: 46).

b) Uncertainty avoidance

Uncertainty avoidance is “the degree to which people prefer structured over unstructured situations” (Hofstede, G., 1994: 5) or, in other words, “the extent to which the members of a culture feel threatened by ambiguous or unknown situations” (Minkov & Hofstede, 2011: 12).

c) Individualism/collectivism

Individualism versus collectivism is “the relationship between the individual and the group” (Minkov & Hofstede, 2011: 12). According to Hodgetts, Luthans and Doh (2005: 102), individualism is the tendency of people to look after themselves and their family only and collectivism is the tendency to belong to groups or collectives and to look after each other in exchange for loyalty.

d) Masculinity/femininity

Masculinity versus femininity: de Mooij and Hofstede (2005: 65; 2010: 89) define the masculinity/femininity dimension as follows: “The dominant values in a masculine society are achievement and success; the dominant values in a feminine society are caring for others and quality of life”.

e) Long-term/short-term orientation

Long-term versus short-term orientation: According to de Mooij and Hofstede (2005: 69; 2010: 90), “long- versus short-term orientation is 'the extent to which a society exhibits a pragmatic future-orientated perspective rather than a conventional historic or short-term point of view'. Values included in long-term orientation are perseverance, ordering relationships by status, thrift, and having a sense of shame. The opposite is short-term orientation, which includes personal steadiness and stability, and respect for tradition”.

f) Indulgence/restraint

Indulgence versus restraint “refers to the extent to which a society allows relatively free gratification of basic and natural human drives related to enjoying life and having fun” (Zhao, 2011: 364). It shows the perception of life

control and the importance of leisure-time in life, which indicates the dimension of happiness of a respondent (Minkov & Hofstede, 2011: 15).

Minkov and Hofstede (2011: 11) state that the influence of Hofstede's work is not limited to the cross-cultural domain. A wide range of studies in different fields have been examined which use Hofstede's value dimensions as basis for their studies (e.g. Carlson, Stepina & Nicholson, 1997; Gerhart & Fang, 2005; de Mooij & Hofstede, 2010; Wiengarten, Fynes, Pagell & de Búrca, 2011; Zhao, 2011).

2.2.4.2 Kluckhohn and Strodtbeck's value orientations

According to Yeganeh (2011: 223), Kluckhohn and Strodtbeck (1961) developed a model for analyzing culture based on the assumptions that there is a limited number of common human problems for which all people must find some solutions, that there is a range of possible solutions and that all alternatives of all solutions are present in all societies at all times but are differentially preferred. Jandt (2009: 192) states that their value orientation theory suggests that cultures develop unique positions in five value orientations (human nature, man-nature, time, activity, social relationships), as can be seen in Table 2.2.

Table 2.2: Value Orientations by Kluckhohn and Strodtbeck

Orientation	Values and Behaviour		
Human nature	Basically evil	Mixture of good and evil	Basically good
Man-nature orientation	Subjugated to nature	Cooperation with nature	Controlling nature
Time orientation	Past oriented	Present oriented	Future oriented
Activity orientation	Being	Being in becoming	Doing
Social relationships	Authoritarian	Collectivism	Individualism

Source: Based on Samovar et al. (2007: 151)

Samovar et al. (2007: 151) based their research on the notion that every individual must deal with five universal questions. These questions are:

- What is the character of innate human nature? (human nature orientation)
- What is a human being's relation to nature? (man-nature orientation)
- What is the orientation toward time of human life? (time orientation)
- What is the modality of human activity? (activity orientation)
- What is the relationship of the individual to others? (social relationships) (Samovar et al., 2007: 151; Jandt, 2009: 192)

a) Human nature orientation

The human nature orientation deals with questions like: What is the character of human nature? What are human rights and responsibilities? There are the three divisions of evil, good and a mixture of both in most discussions of human nature.

Some cultures provide the notion that people are intrinsically evil. In the United States, this orientation was the prevailing view for many years. However, in the last centuries, their belief has changed to the notion that people are a mixture of both good and evil and that by following certain rules, people can change from evil to good. This change can be achieved with constant hard work, control, education and self-discipline.

Another approach is the belief in yin and yang, a system of opposing elements and forces in balanced dynamic interaction. This belief is related to the conception of good and evil, that is, the idea that good can only exist if there is also evil and evil cannot be eliminated, because it is a natural and necessary part of the universe.

Another worldview can be found in the philosophies of Confucianism and Buddhism. It is believed that the human being is originally good, but their culture can make them evil (Samovar et al., 2007: 151-153; Jandt, 2009: 200-201).

b) Man-nature orientation

The relationship between humankind and nature is seen as different between cultures. Some have the notion that human beings are subject to nature. This notion includes the belief that the most powerful forces of life are outside of human control and life is largely determined by external forces like God, fate, genetics and so on.

Another view is the cooperation view which means that people should coexist in harmony with nature.

A more western approach is the view that compels people to conquer and direct the forces of nature to their advantage (de Mooij, 2005: 59; Sue, 2006: 66; Samovar et al., 2007: 153-154). According to Jandt (2009: 193), people with this worldview make a clear and separate distinction between human life and nature, valuing nature but clearly placing a higher value on human life.

c) Time orientation

As Sue (2006: 66) states, different ethnic groups often vary in how they perceive time. In cultures, the time orientation is either placed on the past with its history and traditions, the here and now, or the future and how each influences interaction.

In cultures with orientation on the past, the history, religion, and traditions are very important and it is believed that one can learn from the past and people get guidance for making decisions and determining truth.

Other cultures hold that the present is most significant. Live in the here and now is the priority and people do not worry about tomorrow. For those cultures, the future is vague, ambiguous, and unknown, and the reality is in the here and now.

The third kind of time orientation is the focus on the future. Cultures with this orientation emphasize the future and expect it to be grander than the present (Sue, 2006: 66; Samovar et al., 2007: 155-156; Jandt, 2009: 200). According to Sue (2006: 66), cultures with future orientation “sacrifice today for a better tomorrow”.

d) Activity orientation

Samovar et al. (2007: 156) state that activity orientation refers to the way in which a culture views activity. The three common modes of activity expressions determined, by Kluckhohn and Strodtbeck (1961), are being, being-in-becoming, and doing.

A being orientation refers to spontaneous expression of the human personality that includes that it is enough just to be (Sue, 2006: 66; Samovar et al., 2007: 156).

According to Adler and Jelinek (1998: 136-180), people in being-orientated cultures let events and ideas, and conversation and interaction with people flowing spontaneously. In cultures with the being-in-becoming orientation, the purpose in life is to develop the inner self. A spiritual life is more valued than a material one and the idea of development and growth to develop all aspects of the self is stressed.

In cultures which are doing orientated, the individual is supposed to work hard so that their efforts will be rewarded. The definition of activity affects the perception of work, efficiency, change, time, and progress. How fast one walks to the speed at which conclusions are reached – everything is related to the definition of activity (Sue, 2006: 66; Samovar et al., 2007: 156-157).

e) Social relationships

Kluckhohn and Strodtbeck (1961) have examined a value orientation which is concerned with the ways in which people perceive their relationships with others. They have determined three dimensions of social relationships which

are similar to Hofstede's (1980) dimensions of individualism/collectivism and power distance.

Many cultures believe in the system that leadership is an inherent privilege of some individuals while the others must follow. In cultures with authoritarian relationships, people accept that relationships are vertical, i.e., there are leaders and followers in this world.

In collective cultures, the group is the most important of all social entities. Group affiliations have priority instead of individual goals (Sue, 2006: 66; Samovar et al., 2007: 158).

The individualistic cultures see autonomy of the individual as the most important value, i.e., "people should have equal rights and complete control over their own destiny" (Samovar et al., 2007: 158).

2.2.4.3 Hall's cultural dimensions

Anthropologist Edward T. Hall examined three different dimensions to explain similarities and differences in perception and communication between cultures, first, in his book "Beyond Culture" (Hall, 1976) and, later, together with Mildred Reed Hall in the book "Understanding cultural differences" (Hall & Hall, 1990). They describe three primary dimensions of cultural diversity which are context, space, and time (see Table 2.3).

Table 2.3: Cultural dimensions by Hall and Hall

Dimension	Characteristic	
	Low context:	High context:
Context	strong coded meaning: goal oriented communication, weak relationships	few coded meaning: background knowledge, close history dependent relationships
Space	High space: silence, compartmentalization, well defined territory, rules and tasks	Low space: nearness, very few rules, tasks intertwined
Time use	Monochronic: one thing at a time, precise schedules, slow pace, controlled linear tasks	Polychronic: simultaneous operations, high involvement of people

Source: Based on Bouncken (2004: 245)

a) Context

Hall and Hall (1990: 6) state that context is the information that surrounds an event and that it is bound up with the meaning of that event. The two categories of context are high context and low context, which are defined as follows: “A high context (HC) communication or message is one in which most of the information is already in the person, while very little is in the coded, explicit, transmitted part of the message. A low context (LC) communication is just the opposite; i.e., the mass of the information is vested in the explicit code” (Hall & Hall, 1990: 6).

According to Samovar et al. (2007: 158), in high context cultures, many of the meanings being exchanged during a meeting do not have to be communicated through words. As suggested by Bouncken (2004: 244), due to revolving communication processes, people have learned how to interpret the other peoples’ words. Therefore, very little information is embedded in the

coded part of the message, i.e., that there are many contextual elements that help people to understand each other without words. Through extensive information networks among family, friends, colleagues and so on, they keep themselves informed about their peer-group and “as a result, for most normal transactions in daily life they do not require, nor do they expect, much in-depth, background information” (Hall & Hall, 1990: 6-7). Another attribute of high context cultures is that they are change very little over time, because they value traditions and history. Non-verbal communication plays an important role in high context cultures, information is provided through inference, gestures, and even silence (Samovar et al., 2007: 159).

In low context cultures, the population is less homogeneous. People compartmentalize their personal relationships, their work, and other aspects of daily life. Therefore, they need detailed background information each time they interact with others. The verbal communication is most important in low context cultures. Most of the information is included in the conversation and very little is embedded in the context or the participants. The explicit verbal messages demonstrate high value and positive attitudes toward words (Hall & Hall, 1990: 7; Bouncken, 2004: 244; de Mooij, 2005: 56; Samovar et al., 2007: 160). Consequently, “high-context cultures make greater distinction between the insiders and outsiders than low-context cultures do” (Jandt, 2009: 72).

b) Space

According to Hall and Hall (1990: 10), every individual is surrounded by a series of invisible boundaries like an individual’s personal and territorial space. In cultures with high space value, people define their territory to a large extent and label objects as their property. The personal space boundary is larger and people keep personal distance and rely strongly on auditory screening and silence. Order, distinctly defined rules and tasks and

precisely defined schedules are dominant themes in those cultures (Bouncken, 2004: 244).

As Bouncken (2004: 244-245) states, cultures with a low space value are quite the reverse and enjoy intimate conversation and nearness and perceive space by all senses.

c) Time use

Hall and Hall (1990: 13) suggest that the two most important time systems to international business are monochronic and polychronic time.

In monochronic cultures people usually do one thing at a time. Time is seen in a linear way, people are organized and methodical, and procedures are structured into scheduled segments.

The opposite time orientation is seen in polychronic cultures. Polychronic people place emphasis on completing human transactions, and tend to do many things simultaneously, combined with a great involvement with people (Bouncken, 2004: 245; de Mooij, 2005: 58).

2.3 Communication

This section will provide an overview of what communication is. The section starts with an explanation of the meaning and a definition of communication and then presents the communication process itself. In addition, different models of communication will be discussed. The communication models presented are Shannon and Weaver's model of communication, the interactive model as well as the transactional model. These are general models of communication but in this study they will be applied specifically to B2B communication.

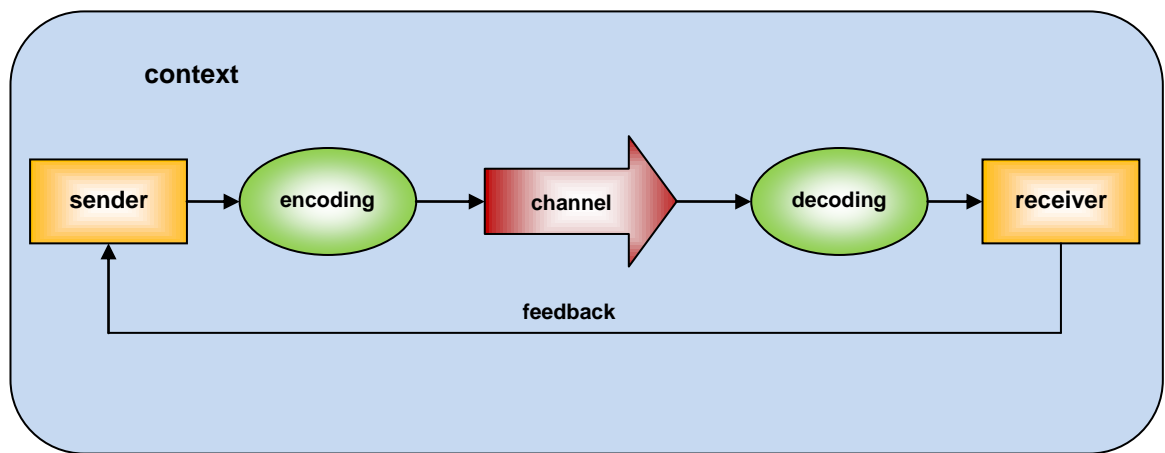
2.3.1 Meaning of communication

Communication is ubiquitous, and therefore, inescapable. People communicate to persuade, inform or entertain themselves, i.e., when you communicate you have a purpose (McDaniel, Samovar & Porter, 2011: 8). But what is communication? In every situation where people knowingly or unknowingly send a verbal or non-verbal message to anyone, communication takes place. Hence, Gamble and Gamble (2010: 4) define communication as "the deliberate or accidental transfer of meaning". According to Viswanathan (2010: 2), the process of transferring meanings is called communication. Kushal (2009: 1) quotes that communication is the exchange of thoughts, messages and information. Another definition is given by Griffin (2009: 6), who suggests that "communication is the relational process of creating and interpreting messages that elicit a response". As Bessonov (2008: 163) stresses, communication implies intention and sense and can be defined as "man's ability to come in contact with other people and attain their understanding". In conclusion, one can say that communication takes place when two or more individuals interact and exchange verbal or non-verbal messages.

2.3.2 The process of communication

Transmitting and receiving of verbal and non-verbal messages is the main idea of the communication process. The communication process itself consists of certain common elements (see Figure 2.3), which are inter-related to form the model of communication (Kushal, 2009: 10-11; Gamble & Gamble, 2010: 5).

Figure 2.3: The communication process



Source: Based on “Process of communication” (*Process of communication*, 2011)

According to Kushal (2009: 11), communication is effective when a concise and clear message is delivered, received and understood. As noted by Guffey (2010: 10), the communication process consists of idea formation, message encoding, message transmission, message decoding and feedback.

Every message, whether oral or written, begins with an idea of the sender. An idea is influenced by the context or setting of a situation. The sender encodes his/her idea in a message, i.e., the sender converts the idea into words (verbal messages) or gestures (non-verbal messages) (Guffey, 2010: 10). Gamble and Gamble (2010: 6) state that the message is, in effect, the

content of a communicative act. After the message is encoded by the sender, it has to be transmitted over a medium, i.e., the channel. Messages can be sent through different channels, both verbal and non-verbal. Channels must be chosen carefully. Anything that interferes or disrupts the transmission of a message in the communication process is called noise and damages the credibility of the sender. The transmitted message will be decoded by the receiver from its symbol form into meaning. Communication is successful when the message is fully understood by the receiver. The final stage of the communication process is the verbal and non-verbal response by the receiver, which is called feedback. The feedback is essential for the sender to know if the message was received and completely understood. It can be positive or negative. Every communication has an effect, which is the outcome of the communication process (Gamble & Gamble, 2010: 5-8; Guffey, 2010: 10-11)

2.3.3 Different models of communication

The previous section provided an overview of the communication process. In the following section, the classic models of communication will be briefly explained. According to Foulger (2004), the classic models are the active model (Shannon and Weaver's model of communication), the interactive model which includes feedback, and the transactional model, which have been taught over the last thirty years in the field of communication.

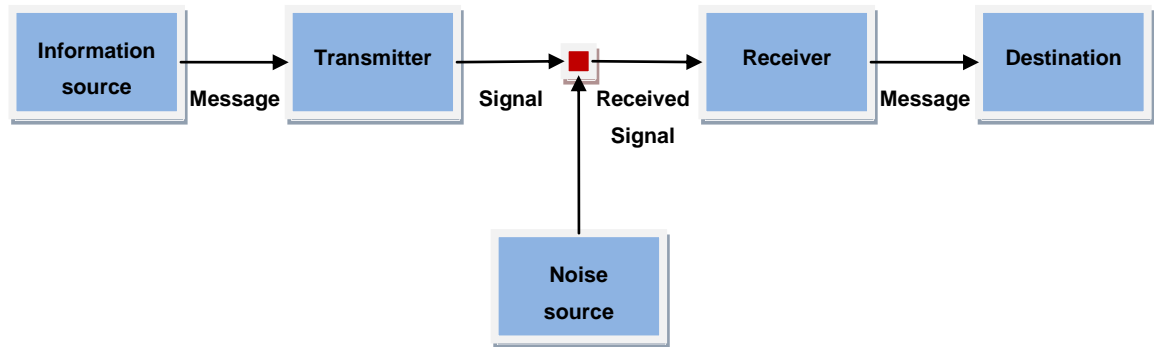
2.3.3.1 Shannon and Weaver's model of communication

As Beynon-Davies (2010: 392) states, the Shannon and Weaver model of communication (see Figure 2.4) is the most cited model of communication. Originally, the model comes from the field of cybernetics¹ where

¹ Definition: "The study of information processing, feedback, and control in communication systems" (Griffin, 2009: 43)

communication is seen as a system of information processing. In this case, communication is likened to an engineering problem, i.e., how to transfer information from one point to another.

Figure 2.4: Shannon and Weaver's model of communication



Source: Adapted from Shannon and Weaver (1949: 7)

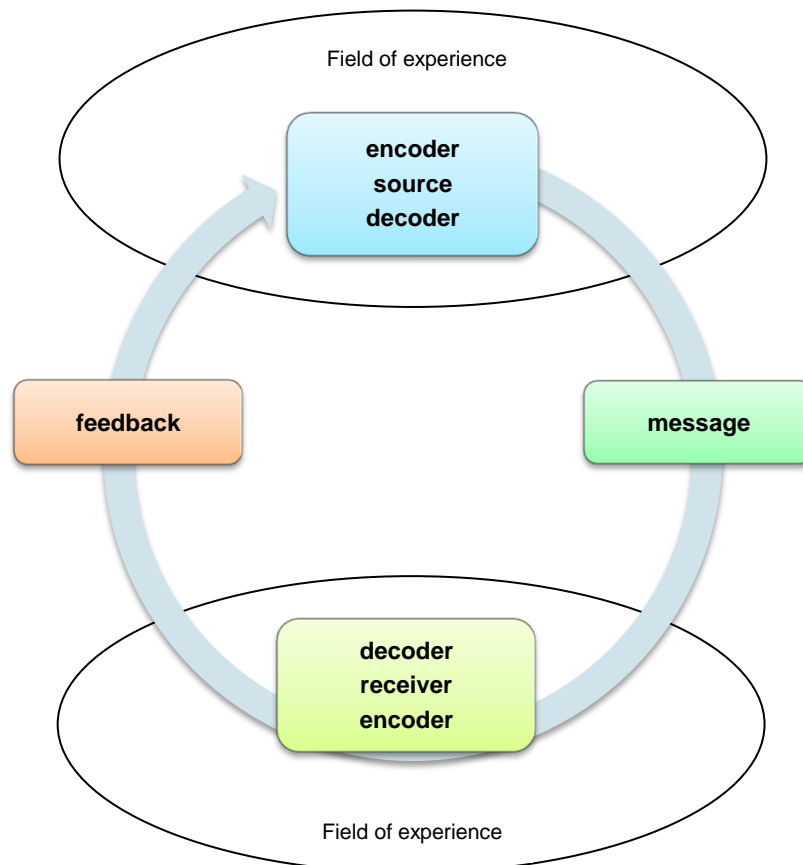
In this model, a message is generated by an information source. This message has to be encoded and transmitted as a signal along a communication channel. Any interference in transmitting the signal through the channel is called noise, meaning that the transmitted signal may be different from the received signal. Finally, the receiver transmits the signal again into a message to a destination where somebody consumes and processes the message (Foulger, 2004; Beynon-Davies, 2010: 392). Shannon and Weaver's model is the classical one-way or linear communication model, i.e., the communication is flowing only in one direction, from a sender to a receiver (Wood, 2011: 9). A critical aspect of this model is the lack of feedback through the receiver of the message. As summarized by Stefanescu and Popa (2008: 6), the existence and quality of feedback is of extreme importance and the communication process is incomplete unless the receiver confirms having received and correctly understood the message.

Communication theorist Schramm (1955) adapted this model to include the term 'feedback', which leads to another model of communication, the so called interactive model.

2.3.3.2 The interactive model of communication

The interactive model, as shown in Figure 2.5, connects Shannon and Weaver's model with feedback.

Figure 2.5: The interactive model of communication



Source: Based on Wood (2011: 10) and West and Turner (2008: 16)

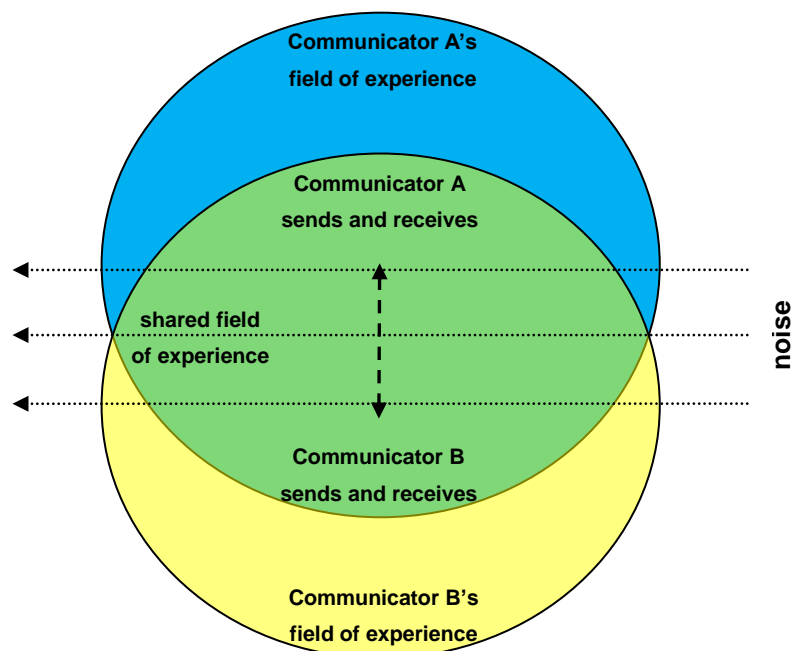
According to Narula (2006: 16), the concern of feedback is the effect on both senders and receivers. Feedback is the response that the receiver gives for

the sender's message and might take place in many ways (Aro, 2008: 24). It can be verbal, non-verbal, or both and it may be intentional or unintentional. Another aspect of the interactive model is that communicators create and interpret messages within a personal field of experience. Feedback and fields of experience, intertwined with linear communication, add up to an interactive process in which both senders and receivers participate actively (Wood, 2011: 9)

2.3.3.3 The transactional model

As summarized by Oddou, Osland and Blakeney (2009: 184), the transactional communication model (see Figure 2.6) of Wood (2011) states that communication takes place in a shared field of the communicators and that both parties send and receive messages simultaneously during a conversation.

Figure 2.6: The transactional model of communication



Source: Based on Wood (2009: 18)

Furthermore, they state that people's communication varies over time, because each communicator's field of experience, as well as the shared field of experience, change over time. The field of experience is defined as "the influence of a person's culture, past experiences, personal history, and heredity on the communication process" (West & Turner, 2008: 18). West and Turner (2008: 17) also suggest that, in a transactional encounter, the characterization of communication is not simply sending meaning from one to the other and back again, but rather building a shared meaning through simultaneous sending and receiving.

2.4 Intercultural communication

This section is related to communication between two cultures – the so called intercultural communication. First of all, the nature of intercultural communication will be explained and will lead to a definition of intercultural communication. Thereafter, different aspects of the communication process between people of different cultures will be provided relating to language and culture and non-verbal communication. Finally, the section ends with a look at intercultural business communication.

2.4.1 The nature of intercultural communication

Globalization has increased people's need to be involved in international activities. Due to the fact that people from different cultures become more and more interdependent on each other, intercultural communication is becoming a common issue to deal with. Regarding the increasing importance of intercultural communication, many scholars and researchers have produced works on various topics related to intercultural communication (Boroditsky, 2010: 1).

2.4.2 Defining intercultural communication

Yi (2010: 14) maintains that intercultural communication, in a broad sense, is the communication between different cultures. According to Samovar et al. (2007: 10), “intercultural communication involves interaction between people whose cultural perceptions and symbol systems are distinct enough to alter the communication event”. Chitakornkijsil (2010: 7) suggests that intercultural communication happens when people with different cultural backgrounds interact with one another. As summarized by Peltokorpi (2010: 177), intercultural communication has been defined by various scholars as communicative encounters between people or groups with different cultural backgrounds.

2.4.3 Verbal communication: Language and culture

Language is a part of culture and plays a very important role in it. According to Jiang (2000: 328), without language, culture would not be possible, because the former reflects culture and is simultaneously influenced and shaped by it. Culture and language are inseparable (Jiang, 2000: 328). As Brown states (in Jiang, 2000: 328), “a language is a part of a culture and a culture is a part of a language, the two are intricately interwoven so that one cannot separate the two without losing the significance of either language or culture”. As stated by Chaney and Martin (2010: 91), there is a need for understanding a common language to communicate successfully with people from other cultures. Language is bound up with culture in different and complex ways. Spoken words refer to common experiences. Facts, ideas or events that are communicable refer to shared knowledge between people as well as beliefs and attitudes which are shared with others. Consequently, language expresses cultural reality (Kramsch, 1998: 3).

Language has a great influence on culture. Several studies examined the relationship between language and culture. Boroditsky (2010: 1-2) summarized different studies which measured how people talk and think and if people's understanding of fundamental domains of experience like space, time and causality could be constructed by language. The question was, does language shape cultural values or the other way around. As she states, several studies have shown a causality between the language being spoken and the way people think. If bilingual persons switch from one language to another, they start thinking differently. Hence, by learning a new language, people also learn a new worldview.

Another study examined the differences in interpersonal communication between Western and Chinese cultures. Yi (2010: 19) comes to the conclusion that interpersonal communication patterns in Chinese and English are different. They differ in the way in which group communication takes place (Chinese have an in-group and out-group distinction, while Western culture is very individualistic) and in the way emotional exchange between two individuals is being expressed (Chinese prefer mild and delicate but warm communication between communicators, while Western culture is very direct and verbal in communication). However, Yi (2010: 19) suggests that culture is dynamic and, especially in interpersonal communication, there is a trend of different cultures to be mutually complementary and absorbing of useful cultural traits with the growth in intercultural communication.

2.4.4 Non-verbal communication

According to Gabbott and Hogg (2000: 386), non-verbal communication takes place every time one person interacts with another and may be intentional or even unintentional. In their study, an empirical investigation of the impact of non-verbal communication on service evaluation, they found that at a simple level non-verbal communication could be misunderstood, but

on “a more complex level the breakdown can occur where verbal and non-verbal messages are not synchronized, i.e. when two forms of communication contradict each other”. One of the factors, besides gender and personal characteristics, that affect non-verbal communication, is culture. As shown in section 2.2.2, specific cultural behavioural patterns are learned and culture is shared. Gabbott and Hogg (2000: 387) state that people, who are culturally, linguistically and racially similar, are able to read more accurately the non-verbal behaviour of each other. One of their findings was, for example, that the Eastern cultural group rated the service provider observed in this study as more interested in the customer, busier and friendlier than the Western cultural group (Gabbott and Hogg, 2000: 393). Other studies have examined other determinants of non-verbal communication.

Jing (2010: 20-25) did a study about views on space and intercultural communication, which is a part of body language and, therefore, non-verbal communication. He found that “spatial language” is used by people of a society to express thoughts and feelings and this spatial language is a part of culture, which means views on space differ according to different cultures.

2.4.5 Intercultural business communication

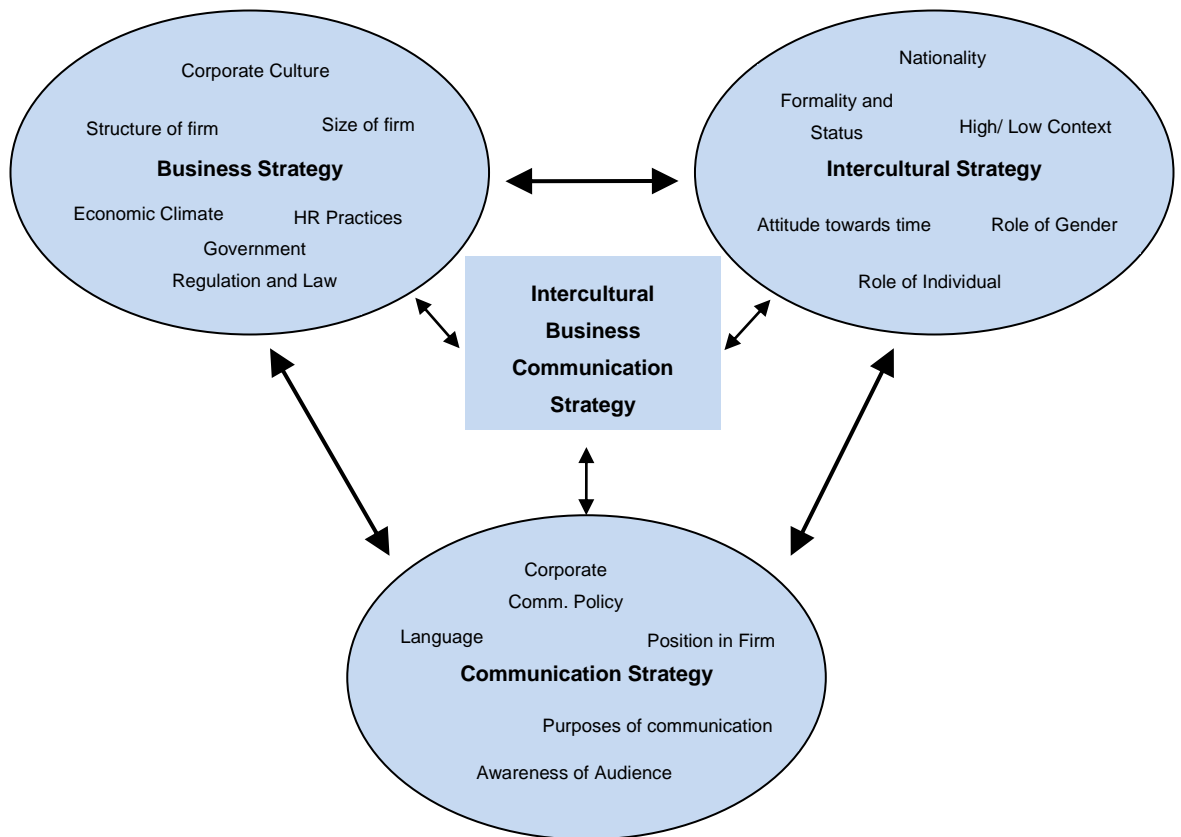
Palmer-Silveira, Ruiz-Garrido and Fortanet-Gomez (2008: 9) state that due to recent developments in the business world, like the expansion of the EU and the growth of some Asian economies, intercultural business communication has become one of the most important fields of research. Ablonczy-Mihalyka (2009: 121) maintains that, in the globalised world, the amount of cross-national communication is increasing. There is a growing need to communicate with people from different cultural backgrounds.

'Intercultural' means the comparison of cultures in contact, and if it refers to business contacts, one can speak of 'intercultural business communication'. However, intercultural contact does not have to take place in an international environment, it only refers to contact between people of different cultural backgrounds (Palmer-Silveira et al., 2008: 11-12).

According to Ablonczy-Mihalyka (2009: 122), globalisation has produced a workforce with diverse cultural backgrounds at the same workplace or business encounters who have to work at an international level. Furthermore, Ablonczy-Mihalyka (2009: 123) states that intercultural communication takes place when one member of a culture communicates with a member of another culture. Cultural differences between these people then provide potential for misunderstanding and disagreement.

According to Varner (2000: 43), intercultural business communication must take into account the specific business context. The author argues that intercultural business communication is more than the sum of the parts of culture, communication, and business. Varner (2000: 41-43) developed a conceptual model (see Figure 2.7) that combines intercultural strategy, communication strategy, and business strategy.

Figure 2.7: Model of Intercultural Business Communication



Source: Author's illustration on the basis of Varner (2000: 42)

The number of variables influencing each one of the strategies is large, but, in this model, only a sample of some of the most important ones is shown. Intercultural business communication is placed in between the three strategies, because all of them influence intercultural business communication.

2.5 International marketing

The next section deals with international marketing. First, an overview of international marketing will be given. After a short definition of the term international marketing, the marketing mix and then the role of the communications process in the marketing communications mix will be discussed.

2.5.1 The nature of international marketing

World trade has assumed a huge importance to the global community. Trade has evolved through globalization to have a broad and simultaneous impact on nations, firms, and individuals (Czinkota & Ronkainen, 2007: 5). Companies are always searching for competitive advantage and the emerging global landscape defines the firm's opportunities and challenges. The global marketplace is dynamic and complex and has changed very fast over the last two decades. Open markets, rise in discretionary income, and modern tools for accessing global markets provide great opportunities to businesses to pursue their international customers. However, beside the great opportunities for companies in entering a global market, there are challenges as well. The complexity of managing multiple markets and coordinating the marketing communications strategy, as well as the difficulty of managing geographic, cultural, political barriers are factors which hinder the companies' success in global markets (Cavusgil & Cavusgil, 2011: 1). Moon and Park (2011: 18) summarize that the progress made through globalization has enabled a growing number of firms to enter the global marketplace. Besides the advantages by acting globally, the increasing levels of exposure to global markets have brought new challenges for international growth and development as well as greater complexity and differentiation. Therefore, it can be concluded that international marketing is a dynamic and complex business.

In the next section, the term international marketing will be defined in more detail.

2.5.2 Defining international marketing

According to Onkvisit and Shaw (2008: 5), “international marketing is the multinational process of planning and executing the marketing mix [...] to create exchanges that satisfy individual and organizational objectives”. With the term ‘multinational’ the authors mean that the marketing activities take place in several countries and that they are coordinated across nations. Cateora and Graham (2007: 9) use a more simple description to define international marketing – “the performance of business activities designed to plan, price, promote, and direct the flow of a company’s goods and services to consumers or users in more than one country.” Another perspective on international marketing is suggested by Brady (2010: 10), who states that international marketing can be defined as “the performance of marketing activities that facilitate and expedite exchanges and build relationships with buyers in foreign markets”.

A central part of marketing is the marketing mix used by a company to communicate with their environment. Therefore, the next section will deal with the marketing mix for the international environment.

2.5.3 The marketing mix

According to Cant (2010: 164), the marketing mix is a combination of marketing decisions designed to influence customers to buy the enterprise’s products or services. The classical marketing mix consists of the four P’s, which are product, price, place (distribution) and promotion (marketing communication) (Koekemoer & Bird, 2004: 1-2; Cant, 2010: 164; Lamb, Hair

& McDaniel, 2011: 47). According to Koekemoer and Bird (2004: 2), these four basic elements are known as the controllable variables of a company's marketing strategy. The four components of the marketing mix work together, to help a firm to achieve its marketing objectives (see Figure 2.8) (Cant, 2010: 164).

Figure 2.8: The four P's: Marketing Mix



The purpose of this study is to investigate the influence of national culture on marketing communications. Therefore, focus of the following section is set on the promotion (or marketing communication) element of the marketing mix.

2.5.3.1 The role of marketing communications

Companies inform, persuade, and remind customers – directly or indirectly – about the products and brands they sell through the means of their marketing

communications. With marketing communications, firms interact, communicate and build relationships with their customers. Marketing communications offer companies the opportunity to inform customers about their products and they can tell or show how and why a product is used, by whom, where and when. The different elements of marketing communications play a very crucial role for companies to promote their products and services to their customers (Kotler & Keller, 2009: 510). Therefore, the next section will explain the components of the marketing communications mix in more detail.

2.5.3.2 The marketing communications mix

According to Koekemoer and Bird (2004: 11) the marketing communications mix consists of seven elements, as can be seen in Figure 2.9.

Advertising, in the traditional form, is characterised by non-personal, one-way messages paid for by an identified sponsor and transmitted via mass media in order to influence, inform or persuade the target audience (Dahlén, Lange & Smith, 2010: 280). According to Koekemoer and Bird (2004: 10), advertising messages are delivered in a wide variety of formats and different media like print, television, radio, outdoor or the internet are used.

According to Cant and van Heerden (2010: 349), personal selling is a person-to-person process. The seller learns, in the interaction with the buyer, about his/her needs and wants, and tries to satisfy them by offering goods or services and making a sale. As Brennan, Canning and McDowell (2007: 208) state from a business-to-business point of view, the supplier's representative has to match the marketing organization's product offering to the needs of the customer.

Figure 2.9: The marketing communications mix



Source: Author's illustration on the basis of Koekemoer and Bird (2004: 11)

Sales promotion is defined by Kotler and Keller (2009: 512) as a variety of short-term incentives to encourage trial or purchase of a product or service. As Fill (2011: 302) states, there are many sales promotion techniques (for example, price deals or coupons), which have one thing in common: they offer an incentive to encourage customers to buy a product or service sooner rather than later. With sales promotion, firms try to accelerate their sales.

According to the Direct Marketing Association in the United Kingdom (UK), direct marketing is defined as “the distribution of information, products or services through any advertising medium that invites the individual to respond directly to the advertiser” (Smith, P.R. & Taylor, 2004: 386). Direct

mail, telemarketing, door-to-door selling or home shopping networks are examples of direct marketing tools (Smith, P.R. & Taylor, 2004: 387).

Public Relations (PR) efforts involve relations with all of an organization's relevant publics. From a marketing point of view, PR involves interactions of a company with its actual or prospective customers. The advantage of PR in comparison to classical advertising is that PR messages come across not as advertisements but as unbiased reports from independent journalists and have, therefore, more credibility than an advertisement. Another important issue about PR is the fact that the promotion does not have to be paid by the company (Shimp, 2008: 536). Articles in magazines, newspapers or internet blogs comparing various products or discussion on radio or television, for example, are free of charge for the firms.

As Fill (2011: 265) suggests, sponsorship is a mix of advertising with a controlled marketing message and public relations with its potential for high levels of credibility. Derbaix et al. (in Ferrand, Torrigiani & Camps, 2006: 29) define sponsorship as "a technique used by a company to create or support an independent socio-cultural event via media sponsorship in order to achieve marketing objectives". There are many opportunities for companies to sponsor, but the most popular type of sponsoring is sports sponsorship (Ngan, Prendergast & Tsang, 2011: 551).

New Media, for example, social networking sites like Facebook, Twitter, MySpace and LinkedIn, Skype, Wikis, Blogs, etc., offer new ways for companies to communicate, collaborate and share content with their target audience. Especially in the Business to Consumer (B2C) market, social media users believe that companies should have a social media presence and communicate with customers via social networking sites. Therefore, these sites are mostly used as a tool to create awareness. Research findings

indicate that, in the Business to Business (B2B) market, the most important goals of using social media are customer acquisition and increasing customer loyalty by cultivating customer relationships (Michaelidou, Siamagka & Christodoulides, 2011: 1-4).

2.6 Cultural influence on international marketing communications

This section gives an overview of current research that has been done in the field of international marketing, with a closer look at cultural influences on marketing communications and the role of time in developing/implementing a global marketing strategy.

2.6.1 Marketing communications in international context

As Cheon, Cho and Sutherland (2007: 114) state, the general requirements of effective marketing communication can apply to global communication as well, but depending on the environment and situation, the marketing communication strategy may vary between markets.

According to Griffith (2010: 59), the discussion to which extent elements of the marketing mix can be transferred effectively across countries has been the subject of academic debate for decades. When planning the international promotion strategy, a company has to decide whether to standardize, e.g., a single marketing strategy in all operating countries, or to adapt a strategy to fit the unique dimensions of each unique local market (Vrontis, Thrassou & Lamprianou, 2009: 479). The decision between standardization and adaptation is very complex and global marketing managers have to carefully address “the influence of institutional elements on each of the promotional elements to determine optimal degrees of standardization and adaptation of each element” (Griffith, 2010: 63).

Morris (2007: 1390) stresses that there exists a hybrid model of advertising where adverts are differentiated according to the cultural diversity of the target markets in contrast to the approach of global advertising campaigns from the early 1990s. Therefore, global campaigns used the same marketing communications mix for all markets or, as a variant, there were special global adverts created for a multi-national market. A newer approach becoming more and more popular is to combine a global advertising strategy with local adaptations referring to cultural differences of the target markets. Wilken and Sinclair (2011: 10) examined the global marketing communications strategies of different global players (Coca-Cola, McDonalds, Colgate-Palmolive). They found that the dominant global marketing approach of these global players is a combination of a global strategy and local adaptation, so called “glocalization”. Especially in so-called peripheral markets, like Russia, for example, the approach of local adaptation for advertising campaigns is rising (Morris, 2007: 1390).

As a conclusion, international marketing communications is a very complex issue and global acting companies have to consider carefully which elements of the marketing communications mix they use and how they use them to communicate successfully with their various target markets.

2.6.2 Cross-cultural research in advertising

Cross-cultural research in advertising tries to connect observed differences with cultural dimensions, mostly based on basic frameworks such as the cultural dimensions of Hofstede (2001) or Hall’s (1976) high context/low context dimensions. Many scholars have done research in the field of the influence of culture on advertising, and tried to explain observed differences/similarities by dint of these basic works from Hofstede and Hall (Dahl, 2004: 10).

Milner and Collins (2000: 67-79), for example, compared television advertisements from Japan, Russia, Sweden, and the US. They found consistency with Hofstede's femininity/masculinity dimension. According to their study, television advertising in masculine countries features fewer depictions of relationships between men and women than in feminine cultures. However, the authors' expectations of fewer gender differences in feminine societies and their predictions of an emphasis on productivity in masculine cultures were not supported by their research (Dahl, 2004: 10). As An and Kim (2007: 182) state, several cross-cultural content-analytic studies of magazine and television advertising have considerable consistent findings that portrayals of men's and women's roles in advertising differ by culture.

The study by Al-Olayan and Karande (2000: 69-82) did a content analysis of magazine advertisements from the Arab world and the United States using Hofstede's dimension of individualism/collectivism as well as Hall's high-context/low-context approach. A number of aspects, such as information content, usage of price appeals and depiction of people in advertisements have been examined by the researchers. Findings of the study were that, in Arabic advertisements, people are shown less frequently, but in advertisements in which people are shown, there were no differences to the extent to which women are depicted. However, in Arabic advertisements in which women are shown, they are depicted with long dresses. Furthermore, the authors found that US advertisements provide more information to the consumer, and use more comparative advertising than Arabic advertisements.

Lass and Hart (2004: 607-623) examined, in their exploratory study, consumers' perception towards sexual imagery in alcohol advertising across national culture, values and lifestyles among men and women. Their target population was consumers between 18 and 35 in the UK, Germany and Italy.

Findings of the study showed that the overall acceptance levels towards sexual imagery portrayed in advertisements were higher in Italy, compared to the UK and Germany. In general, for all countries, men are much more attracted to alcohol advertisements with the use of sex than women. Furthermore, consumers' values and lifestyles were found as important determinants of their overall perception. Especially those respondents who mentioned having moral values, consistently reacted more negatively to sexual appeals in alcohol advertisements.

Hatzithomas, Zotos and Boutsouki (2011: 57-80) investigated humour and the role of Hofstede's uncertainty avoidance and individualism/collectivism dimensions in print advertising, using content-analysis of magazines from the UK and Greece. In their findings, they state that there are statistically significant differences reflected in the different types of humorous advertisements in the UK and Greece. The British culture is individualistic with a low uncertainty avoidance index. In such cultures, the humorous advertisements are more risky, aggressive and affective in comparison to the Greek advertisements, where more neutral and inoffensive humorous advertisements are common. Greece is rated as a collectivistic and strong uncertainty avoidance culture. Practical implications of this study which can be extended in other homogeneous cultures were found. Individualistic countries with low uncertainty avoidance prefer humour-dominant messages, and in collectivistic, high uncertainty avoidance cultures, more cognitive humorous appeals are used.

In addition to the above mentioned examples of research studies done in the field of cultural influences on advertising, numerous other cross-cultural advertising research studies have been done. North America and the "original" countries of the European Union (EU) were investigated most, but only limited research has been done for countries of Latin America, the

Middle East, and the newer EU member countries. Furthermore, there appears to be a real deficit of research on African countries (Okazaki & Mueller, 2007: 514).

2.6.3 The role of time in global marketing strategies

According to Harvey, Kiessling and Richey (2008: 147), time utility is a very important part of marketing strategy and, in today's globalized marketplace, there exists a multidimensional meaning beyond the traditional concept of consumer satisfaction by delivering a product or service "just in time". Every culture has its own social time and the social context of individual cultures is one of the critical issues for marketing managers by developing a global marketing strategy (Harvey et al., 2008: 147). As Yakura (2002: 958) states, time is a substantial factor in projects due to deadlines, budgets, and other critical measures of success and business performance. According to Harvey and Griffith (2007: 499), time is the competitive tool of the 21st century and a good understanding of time can be "the" key advantage for a company in the future to withstand the market dynamics of the competitive global marketplace. Furthermore, Harvey et al. (2008: 148) stress that time is socially constructed by cultures, i.e., time is one of the defining characteristics of every culture and the perception of time is different in every cultural environment. The construct of social time must be understood by marketing managers to combine it with their global marketing strategy. As summarized by the authors, the complexity of the social time construct makes the development of a marketing strategy difficult, especially in areas such as coordination of global promotions or coordination amongst partners. The alignment of individual concepts of social time to those that exist already in the environment must be dynamic, given the changes in the environment that exist between different countries. It becomes more difficult to adapt the right strategy, the more dynamic the target market is. The risk of misinterpreting the concept of social time increases. Even if cultures may be

geographically or economically linked, individual time dimensions can vary significantly from country to country. Therefore, the choice of the right marketing communications strategy has to take the different time concepts into consideration (Harvey et al., 2008: 160).

2.7 Chapter conclusion

This chapter provided an outline of the importance of culture to international marketing communications. An overview of culture and its elements and characteristics was presented. The chapter continued with the explanation of different models of communication and referred to intercultural communication in detail. Thereafter, international marketing was discussed with focus on the marketing communications mix. Finally, an overview of marketing communications in an international context, cross-cultural research in advertising and the role of time in global marketing strategies were presented.

Many researchers have done many cross-cultural research projects. However, as highlighted in section 2.6.2, most of the research that has been done was conducted in North America and the “original” countries of the European Union. For the African continent, including South Africa, there is a lack of cross-cultural research and, therefore, there is a need for further research. This study will try to fill the gap by identifying and examining the critical cultural factors/variables which influence marketing communications between South African and German firms. Furthermore, cultural frameworks, which provide support for marketing communications between those companies (section 2.2.1), need to be developed.

Critical cultural factors/variables influencing marketing communications were found in the review of the literature. Sections 2.2.4.3 and 2.4.3 to 2.4.5

highlight the importance of verbal and non-verbal language and attitude towards time as essential influencing factors when it comes to intercultural communication, and especially to intercultural business communication. Furthermore, determinants of culture such as people's value and belief system, religion and the level of education were also identified as critical cultural factors influencing marketing communications.

The next chapter will discuss the research methodology and design used for this study.

CHAPTER 3: RESEARCH METHODOLOGY

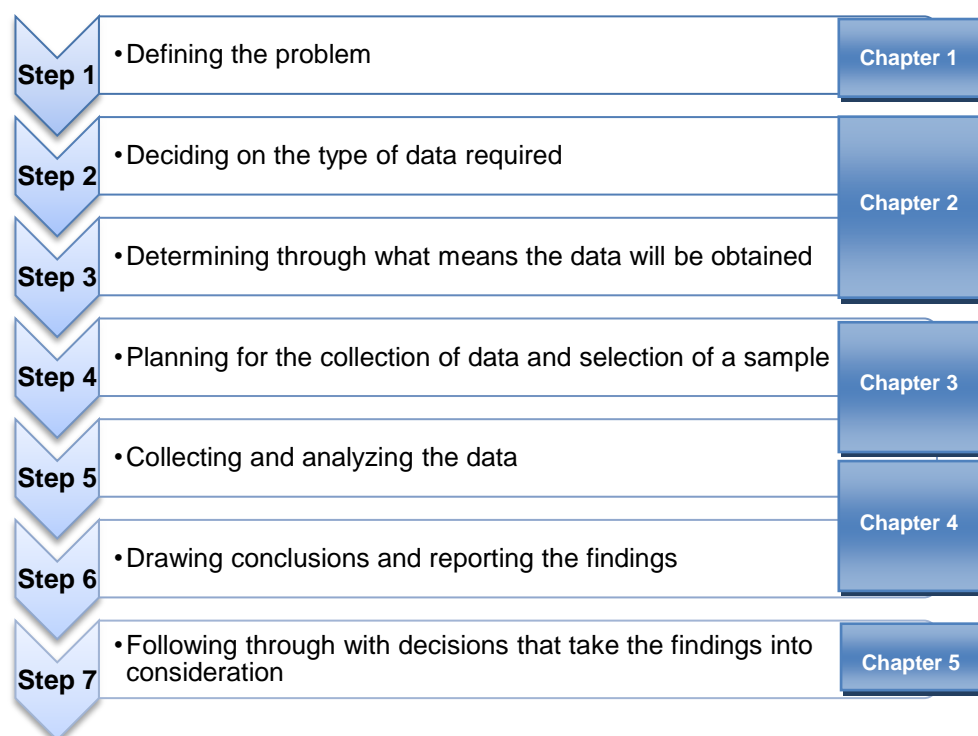
3.1 Introduction

The previous chapter provided a review of the literature on culture and its influence on international marketing communications. Chapter three presents the research methodology and design of this study. First, the different types of research and the design will be demonstrated followed by the form of the survey design and an explanation of the questionnaire design used for this study. Sampling method, data collection, data analysis and an overview of the main study will be discussed. In summary, a primary data research method in the form of a questionnaire survey was used to gather the quantitative data which, combined with in-depth interviews, provided the findings of the influence of culture on the marketing communications between German and South African businesses.

3.2 The research process

According to Weiers (2010: 104), the research process consists of seven steps. Figure 3.1 illustrates the research process of this study, showing how the dissertation's chapters relate to each of the steps.

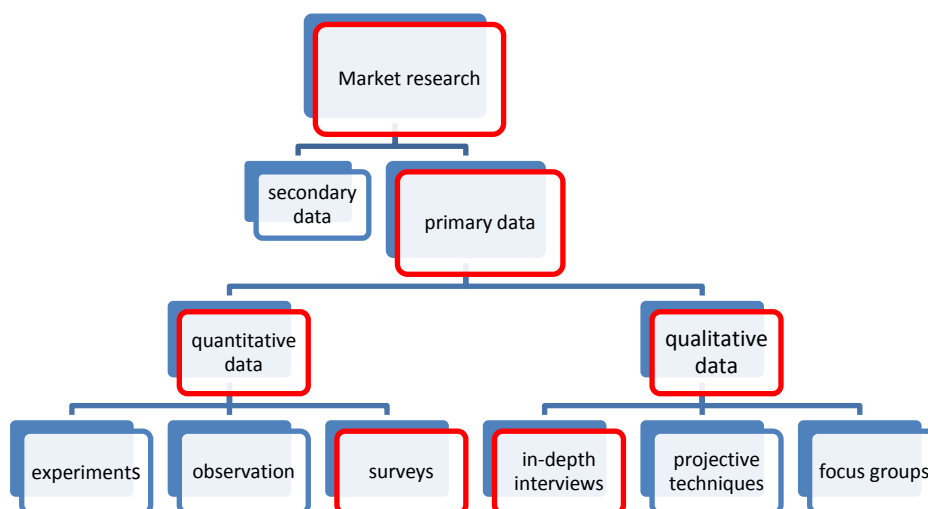
Figure 3.1: The 7 steps of the research process



3.3 Types of research

A primary data research project was chosen because the necessary data required for this research was either not specific enough, not current enough or inadequate to fulfil the intended research aims and objectives. According to Wiid and Diggins (2009: 84-85), there are two ways of collecting primary data – quantitative and qualitative research. Figure 3.2 shows the relationship between primary and secondary data, the different data collection methods, and qualitative and quantitative data. This study was undertaken as a quantitative survey research combined with qualitative in-depth interviews to provide a better understanding of the information obtained from the survey.

Figure 3.2: Data collection techniques



Source: Based on Wiid and Diggins (2009: 85)

3.4 The quantitative research design

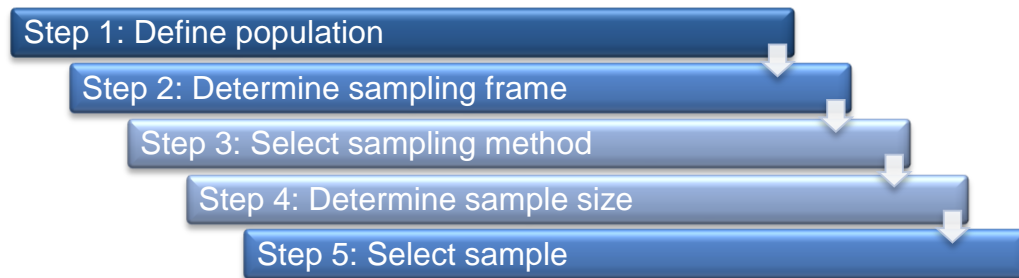
According to Baker and Hart (2008: 146), a conclusive research design can be either descriptive or causal. The quantitative part of this study had a conclusive research design and was undertaken as descriptive research with a cross-sectional design.

3.4.1 Respondent selection – the sampling process

The selection of respondents for a research project, usually a large group of people, is very important. In terms of a research project, this large group of people is called the population or universe (Stevens, Wrenn, Sherwood & Ruddick, 2006: 181). For example, all companies in South Africa, all people living in Durban, or all students studying at the Durban University of Technology can be seen as a population. Stevens et al. (2006: 182) state that, in marketing research, the aim is to evaluate target segments efficiently and effectively and, therefore, drawing a sample of the population is useful. Advantages of sampling are lower costs, time saving, and efficiency. These

advantages convinced the researcher of this study to use sampling in order to collect information to solve the research problem. Figure 3.3 shows the sampling process for determining the respondents for this study.

Figure 3.3: The sampling process



Source: Based on Stevens et al. (2006: 184)

3.4.1.1 Defining the target population

According to Wilson (2010: 188) and Hair, Celsi, Money, Samouel and Page (2011: 165), the target population is the entire set of all elements relevant to the research project. Groves, Fowler, Couper, Lepkowski, Singer and Tourangeau (2011) defined the characteristics of a target population. It is finite in size, i.e., at least theoretically, it can be counted, it has time restrictions, i.e., it exists within a specified time frame, and it is observable, i.e., it can be accessed. Defining clearly the target population is the first step in the sampling process. The defining of the population is not always straightforward and depends largely on the research questions and the context and background of the research project (Wilson, 2010: 190). According to Stevens et al. (2006: 183), the target population consists of elements or objects which are available for selection during the sampling process and build the so called sampling unit. Therefore, the target group was formed out of the information, as shown in Table 3.1.

Table 3.1: Definition of the target population

Target population:	German and South African businesses in South Africa
Elements:	Marketing staff (marketing directors, marketing managers, marketing assistants etc.)
Units:	Marketing/ sales departments of the companies
Timeframe:	October – November 2011
Region:	South Africa

The aim of this study is to investigate the influence of national culture on marketing communications between German and South African companies in South Africa and their business partners in Germany. Therefore, the target population of this study is the sum total of all businesses in South Africa dealing with German business partners.

3.4.1.2 Determining the sampling frame

After defining the target population, the second step in the sampling process is to choose the sampling frame. A sampling frame is a comprehensive list of all the elements in the population from which the sample is drawn (Bryman & Bell, 2007: 182; Churchill & Iacobucci, 2009: 192; Sekaran & Bougie, 2009: 267; Wilson, 2010: 191; Hair et al., 2011: 167).

The sampling frame of this study was based on the Membership Directory 2010/2011 of the Southern African – German Chamber of Commerce and Industry with contact details of 500 companies located in South Africa dealing with German business partners. From this Membership Directory, relevant marketing staff (marketing directors, marketing managers, marketing assistants etc.) of these companies formed the sampling frame.

3.4.1.3 Selecting the sampling method

Step three of the sampling process is to select the accurate sampling technique(s). The various types of sampling techniques can be categorized on the basis of probability or non-probability sampling. By using a probability sampling method, every item of the target population has a known chance of being included in the researchers' actual sample (Wilson, 2010: 194-197; Hair et al., 2011: 169-173). Non-probability samples are any sampling techniques where the selection of the sample elements is not done by chance (Stevens et al., 2006: 188).

The sampling technique used for this study was a step-wise non-probability sampling. Three steps were undertaken to draw the sample population. Step one was to do a purposive or judgment sampling on the basis of the sampling frame which was based on the Membership Directory 2010/2011 of the Southern African – German Chamber of Commerce and Industry with contact details of companies located in South Africa. According to Zikmund and Babin (2006: 412), in purposive sampling the researcher selects the sample based on personal judgment about some appropriate characteristics required of the sample members. Consequently, samples, which satisfy the researchers' specific purposes, even if they are not fully representative, are used. Due to the fact that the membership directory included, besides industrial companies, travel agencies, associations, clubs, and restaurants, purposive sampling was used to go through the list and filter the companies to fit the appropriate characteristics. The second sampling step was to call all companies with the appropriate characteristics and to ask the marketing staff to participate in the survey. Therefore, the researcher attempted a census. As a result, the third step, due to the restriction that the participation was on a voluntary basis and, therefore, it was dependent on the actual willingness of the respondents to participate, was a self-selected sample.

3.4.1.4 Respondents – determining the sample size

The fourth step of the sampling process is to determine the sample size. According to Stevens et al. (2006: 191), the choice of sample size for non-probability samples is subjective. Wilson (2010: 202) quotes that a sample size should consist of at least 30 sampling units. The researcher of this study determined the sample size from a target population of 500 companies on a purposive basis. As a result, a company list of 250 companies was selected by the researcher, which satisfied the appropriate characteristics. All 250 companies were contacted and asked if they would participate in this academic research study. About 200 companies agreed to participate in the survey. However, only 71 participants responded to the questionnaire.

3.4.1.5 Executing the sampling process

The fifth and last step of the sampling process was to execute the sampling process. On the basis of the company list consisting of 250 potential participants, all companies were called to determine the e-mail addresses of the marketing staff of these companies.

3.4.2 Data collection

The following section provides an overview of the different data collection methods and explains the one used for this research, specifies the data collection instrument design and presents the findings of the instrument testing in the form of a pilot study.

3.4.2.1 The data collection method

The survey method used for this research project was an online survey. According to Babbie (2010: 283), surveys which involve the use of the

internet are an increasingly popular method of survey research and it has become especially popular in marketing research.

There are different forms of online surveys. They can either be conducted completely via e-mail or via a website. As done in this study, potential respondents commonly receive an e-mail asking them to go to a web link to complete the survey online. Online surveys are, especially compared to conventional postal surveys, less costly. As Smith, Kisiel and Morrison (2009: 25) state, online surveys have advantages in efficiency, availability, and presentation which prompted the researcher to choose this method to conduct the survey.

For this research project, the respondents were called first and asked if they wanted to participate in the survey. Then the questionnaire was sent out via e-mail to the business people of the marketing sector of the companies with a German background listed in the Membership Directory 2010/2011 of the Southern African – German Chamber of Commerce and Industry. A second, follow-up mailing was done to increase the response rate. The data gathering took place between 27.10.2011 and 30.11.2011.

3.4.2.2 The data collection instrument – questionnaire design

In this section, the questionnaire design used in this research project is explained. According to Sekaran and Bougie (2009: 197), a questionnaire is a pre-formulated written set of questions to which respondents record their answers. As Stevens et al. (2006: 134-135) state, the reliability and validity of a questionnaire are dependent on the way the questions were planned, constructed, and executed. A questionnaire should provide just the right amount of information. Sekaran and Bougie (2009: 199) state that the language and wording of the questions are very important for the

understanding of a questionnaire. Table 3.2 provides an overview of the different types of questions with an example for each type.

Table 3.2: Question types

Question type	Example question
Open-ended question	What is the marketing strategy of your company?
Dichotomous question	Do you use TV advertisements to promote your products/services? a) Yes b) No
Multiple choice question	Which language do you speak? a) German b) English c) Afrikaans d) Other
Scaled-response question	How strongly do agree or disagree with the statement: "German business partners always keep deadlines"? a) strongly disagree b) disagree c) neutral d) agree e) strongly agree

The questionnaire of this research study started with a letter of information and consent providing the respondents with the necessary overview about the meaning of the research and explained what was expected of them. It consisted of the three types of closed-ended questions. Multiple choice questions about the general marketing communication methods used for the corporate communication were used in the first part of the questionnaire combined with scaled response questions to measure the importance of the marketing communication methods used by the companies. Then several statements were provided about general cultural aspects of marketing communications, verbal and non-verbal communication, and attitudes towards time – the respondent could agree or disagree with the statements using a Likert scale. The questionnaire closed with dichotomous and multiple choice questions about company structure and to collect personal information about the respondents. Closed-ended questions were used to design this questionnaire because of their ease of administration and because the responses could be compared easily. For survey research, closed-ended questions are very popular, because they can be more easily processed than open-ended questions and provide a greater uniformity (Babbie, 2010: 256). The instrument was developed from the review of the literature.

3.4.2.3 Testing of the data collection instrument

Before the main study was conducted, the data collection instrument was tested through a pilot study. The pilot study took place between 10.10.2011 and 14.10.2011. The questionnaire was sent out to six people working in the marketing department of six different companies. The respondents for the pilot study and for the main survey were drawn from the same population. The wording and general appearance were tested through face validity by the supervisor and co-supervisor of the study and required no changes. A factor analysis of the responses was done, and the results analysed with Cronbach's alpha have revealed, in total, very good reliability (see Table 3.3). According to Gliem and Gliem (2003: 87), as a rule of thumb, results of alpha > .7 are acceptable, alpha > .8 are good, and alpha > .9 are excellent.

Table 3.3: Reliability Statistics of the pilot study

Questionnaire section	Reliability Statistics	
	Cronbach's Alpha	Number of Items
How important do you rate the following objectives of your company communications?	.960	7
How important do you rate the following marketing communication methods?	.763	8
General cultural aspects of marketing communications	.670	5
Language, symbols and culture: verbal and non-verbal communication	.794	5
Cultural values and belief systems: Attitudes towards time	.852	7

Due to the results of face validity and reliability, no changes had to be made for the main study.

3.4.3 Data analysis

The next section provides an overview of the editing and cleaning of the data, the data entry process and the statistical techniques used to analyse the data.

3.4.3.1 Data editing/cleaning

The data gathered from the questionnaire was edited and cleaned to verify that the data values are correct and to detect and remove errors and inconsistencies from data in order to improve the quality of data (Rahm & Do, 2000: 1).

3.4.3.2 Data entry

After editing and cleaning, the data was entered into the SPSS. The data analysis itself was done using SPSS to do a descriptive analysis to obtain simple frequency tables and figures.

3.4.3.3 Statistical techniques of data analysis

Descriptive statistics are used to organise and summarise the results of the quantitative data gained through the questionnaire. Charts and tables were used to present the results in a manageable form (Babbie, 2010: 467). The univariate analysis of this study was made using SPSS to do a simple frequency distribution. Gravetter and Wallnau (2008: 37) explain that frequency distributions organize the number of variables in each category on the scale of measurement in a table. According to Royse, Thyer and Padgett (2009: 345), with univariate analysis, properties of single variables are investigated. Bar charts were used to present variations in and between variables. Furthermore, the researcher used pie charts to summarise and

represent different data sets (Willemse, 2009: 29-35). In addition, bivariate analysis was done to determine the empirical relationship between two variables simultaneously (Babbie, 2010: 437). Therefore, cross-tabulation was used to summarise the data in two-way frequency or contingency tables, i.e., whether there is an association between the variables (Willemse, 2009: 28).

Factor analysis was done additionally to identify underlying variables, or factors, which explain the pattern of correlations within a group of independent variables (Maier, 2007: 513). The main goal of this statistical technique is data reduction. The principle component analysis was used as the extraction method, and the rotation method was Varimax with Kaiser Normalization. This is an orthogonal rotation method that minimizes the number of variables that have high loadings on each factor. It simplifies the interpretation of the factors. The loading shows inter-correlations between variables (Walker & Maddan, 2008: 334-336).

As Mendenhall, Beaver and Beaver (2009: 4) state, inferential statistics use procedures to draw conclusions and make predictions about characteristics of a population from information contained in a sample. It is concerned with the testing of hypotheses. Testing hypotheses tries to determine if enough statistical evidence exists to enable the researcher to conclude that a specific statement or hypothesis is reasonable (Willemse, 2009: 198). The chi-square test was used to test the independence of two factors of a hypothesis. According to Lind, Marchal and Mason (2004: 347), a statement of significance is needed when reporting a result. The so called p-value is generated from a test statistic and if a result is significant, it is indicated with " $p < 0.05$ ". According to Willemse (2009: 198), a chi-square test for independence evaluates statistically significant differences between proportions for two or more groups in a data set.

3.5 The qualitative research design

The qualitative part of this study had an exploratory research design and was undertaken with in-depth interviews with six respondents to discuss the findings and results of the information obtained through the questionnaire of the quantitative part of this research study.

3.5.1 The qualitative sampling process

As described in section 3.4.1, the sampling process consists of five steps. The qualitative part of this study had the same target population as well as the identical sample frame as the quantitative part, as described in sections 3.4.1.1 and 3.4.1.2.

The selected sampling method for the qualitative part of this research project was a non-probability sample (see section 3.4.1.3). This is explained by Babbie and Mouton (2001: 288) who state that, in studies where qualitative methods are used, the sampling method is almost always purposeful sampling. The selection of the cases for the sample was done by convenience. That was the only way to do the evaluation of the interviews under the given conditions (Flick, 1998: 70).

According to Gratton and Jones (2010: 168), the sample size for qualitative research is usually small with the purpose to generate rich data from this small group. This is confirmed by Ritchie and Lewis (2003: 84) who state that qualitative samples are usually small in size. The participants of the survey, who had interest in the findings of the study, could indicate their e-mail address at the end of the questionnaire. In total, 36 participants showed further interest in the results and findings of the quantitative study and, therefore, the sample size for the qualitative part of this study consisted of six

people working in the marketing sector of the companies included in the sample frame, as described in section 3.4.1.2.

3.5.2 Data collection

The next section provides an overview of the data collection method and the data collection instrument used in this part of the study.

3.5.2.1 Data collection method – in-depth interviews

The data collection method used was qualitative interviews. McGivern (2006: 184) states that qualitative research is the right approach to exploratory research enquiries. Qualitative in-depth interviews were chosen to provide the quantitative research results gained through the online survey (section 3.4.2.1) with more insight.

3.5.2.2 Data collection instrument – interview design and construction

An interview schedule was used as the research instrument to collect the data conducted from structured interviews. According to Kumar (2005: 126), the interview schedule consists of written open-ended or closed-ended questions and is used by an interviewer in a person-to-person interaction. The interview schedule (see Appendix C) was constructed on the basis of the results of the quantitative research and consisted of open-ended questions. The aim was to get more insight about why people answered specific pre-selected questions of the quantitative study in the way they did.

3.5.3 Data entry and analysis

The data obtained through the interview schedule was recorded with a tape recorder to ensure that all responses could be analysed accurately and no important information was lost.

The information obtained through the structured interview was analysed in two steps. First, the responses of every interview were summarized. Then, as a second step, the summarized information from every interview and every question was compared to the other responses to the same questions given by the other respondents to find similarities in the results. The broad approach of deconstruction and reconstruction was used. This approach is recommended for qualitative research by Coffee and Atkinson (in Lee, 1999: 97). The data has to be decomposed and reduced first, so that “a general, coherent and simplifying structure is imposed.” The second step is to reconstruct and expand the data in order to provide “new and broadening perspectives.” According to Mishra (2005: 25), a qualitative researcher must ascend to an open context to let go sedimented views (deconstruction). Forming new ideas out of the new context is known as reconstructing, which is a way of organizing the obtained data.

3.6 Validity and reliability

The measurement or construct validity of the questionnaire was checked through face and content validity by the supervisor, the statistician and the respondents of the pilot study. Thus, it was ensured that the questions asked in the questionnaire were valid, i.e., whether the measure of concept really measured that concept. The interview schedule for the qualitative part of the study was also checked through face and content validity by the supervisor and the co-supervisor of this study. The external validity indicates if the findings and results of the study can be generalized (Bryman & Bell, 2007:

41-42). Due to the limitations of the study (section 3.7), a generalization of the results could not be provided.

Reliability indicates if a specific research study will obtain the same results if it is repeated or undertaken by different researchers (Wiid & Diggins, 2009: 7). A test for the reliability of the responses to the questionnaire was done with Cronbach's alpha. According to Andrew, Pederson and McEvoy (2011: 202), Cronbach's alpha indicates how well a set of variables measures a single, unidimensional latent construct. The Cronbach's alpha value will be high when the correlations between the respective questionnaire items are high.

Table 3.4: Reliability Statistics of the main study

	Reliability Statistics
Questionnaire section	Cronbach's Alpha
How important do you rate the following objectives of your company communications?	.872
How important do you rate the following marketing communication methods?	.786
General cultural aspects of marketing communications	.700
Language, symbols and culture: verbal and non-verbal communication	.640
Cultural values and belief systems: Attitudes towards time	.714

As can be seen in Table 3.4, the reliability scores for the components of the ordinal sections are high. This indicates a high degree of acceptable, consistent scoring for the different categories of the data for this research. The sections have (high) acceptable reliability values.

3.7 Limitations

This academic research study had a few limitations. The target population of the study, on the basis of the Membership Directory 2010/2011 of the Southern African – German Chamber of Commerce and Industry with contact details of about 500 South African and German companies dealing with German business partners, did not cover the whole possible population of companies dealing with German business partners, because not every single company is a member of the Southern African – German Chamber of Commerce and Industry. In addition, the sample size was drawn through a step-wise non-probability, purposive sampling technique, so that the actual sample size was dependent on the judgement of the researcher. Consequently, a generalization of the findings and results of the main study to the whole population could not be provided.

3.8 Chapter summary

This chapter covered the research design and methodology of this study. The different types of research, the questionnaire design process and the different sampling techniques for the quantitative part of this research were demonstrated. Furthermore, the qualitative part of this study consisted of in-depth interviews and the instruments used to ensure the validity and reliability of the research, were presented. The chapter closed with the limitations of the study.

The next chapter will present the findings and discussion of the main study.

CHAPTER 4: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The previous chapter provided an overview of the research methodology used for this study. Chapter four presents the research findings obtained from the questionnaire as the quantitative part in this study as well as the findings of the qualitative interviews. The results will be discussed and presented in the form of graphs, cross tabulations and other figures.

The findings of the quantitative and the qualitative research will be discussed individually in distinct sections. Finally, conclusions of all the results will be discussed.

4.2 Descriptive data analysis

This section will provide a short overview of the descriptive statistics based on the demographic information of the study. This involves the structural data of the companies as well as the personal information about the respondents.

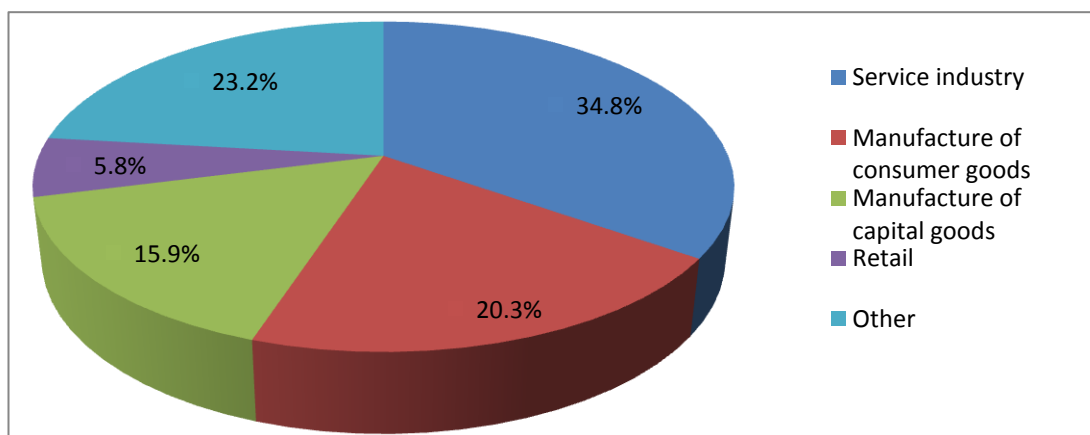
4.2.1 Company structural data

This section presents the structural data about the companies which were examined for this study. Firstly, an overview about the industry the companies operate in and last year's company turnover will be shown, followed by a cross-tabulation that shows the relation between turnover and industry sector of the companies.

4.2.1.1 Industry sector

Figure 4.1 shows the different industrial sectors in which the companies operate. The majority of the respondents (34.8%) belonged to the service industry, whilst the smallest grouping came from the retail sector (5.8%). Manufacture of consumer goods accounted for 20.3% and 15.9% belonged to manufacture of capital goods. Other sectors (23.2%) were not specified.

Figure 4.1: Industry sector

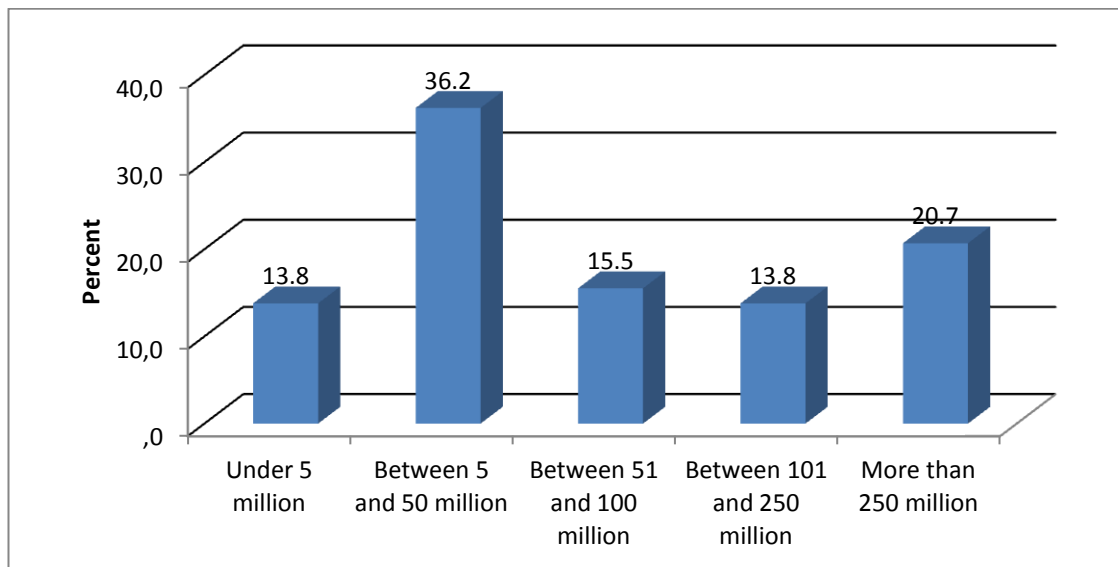


The results show that the analysed companies are spread across a great variety of industries. This means that the results of the research study do not focus on only one industry and, therefore, might be more generalisable across industries.

4.2.1.2 Last year's sales turnover

Large companies with last year's sales turnover of more than R 51 million comprised the majority (50%) of the respondents. Medium-sized companies with a sales turnover between five and fifty million Rand accounted for 36.2% and small businesses with a sales turnover under five million Rand made up 13.8% of the respondents (see Figure 4.2).

Figure 4.2: Last year's sales turnover



In total, the results of the research are focused on medium-sized and large to very large companies, which are appropriate as small companies are less likely to be trading internationally.

4.2.2 Information about the respondents

This section summarizes the demographic data, such as age of the respondents, gender, field of specialisation as well as the language spoken by the respondents. Cross-tabulations and graphs are used to present the results.

4.2.2.1 Age group and gender

Table 4.1 is a summary of the gender and age of the respondents. In total, the sample comprised of 43.5% male respondents and 56.5% female respondents. This finding shows that the chosen sample was balanced between male and female respondents and was, therefore, not influenced by gender bias. The largest proportion of respondents (40.6%) was between the

ages of 31 to 40 years. This could be expected in terms of the characteristics of the sample frame, which consisted of marketing staff of mostly middle management positions. The other age groups were 18.8% for 18-30 and 20.3% each for 41-50 and >50. These findings show a well-balanced distribution for the different age groups.

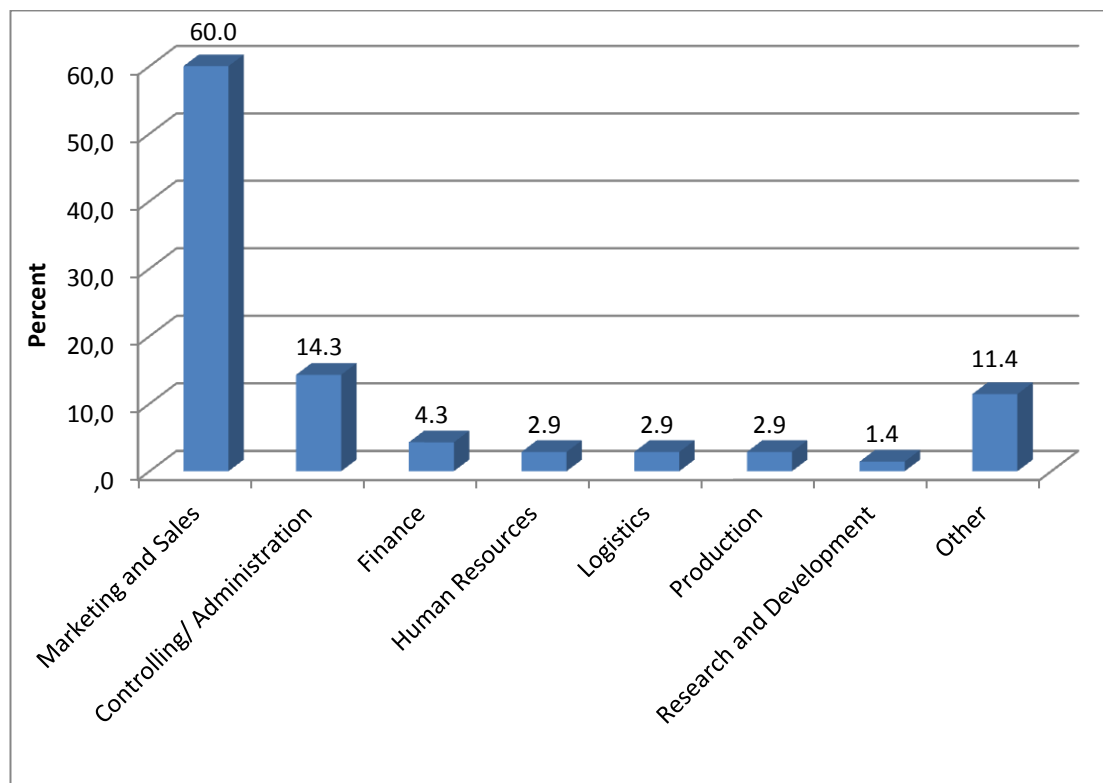
Table 4.1: Age group * Gender Crosstabulation

			Gender		Total
			Male	Female	
To which age group do you belong?	18 – 30	Count	3	10	13
		% within To which age group do you belong?	23.1%	76.9%	100.0%
		% within Gender	10.0%	25.6%	18.8%
		% of Total	4.3%	14.5%	18.8%
	31 – 40	Count	11	17	28
		% within To which age group do you belong?	39.3%	60.7%	100.0%
		% within Gender	36.7%	43.6%	40.6%
		% of Total	15.9%	24.6%	40.6%
	41 – 50	Count	8	6	14
		% within To which age group do you belong?	57.1%	42.9%	100.0%
		% within Gender	26.7%	15.4%	20.3%
		% of Total	11.6%	8.7%	20.3%
	> 50	Count	8	6	14
		% within To which age group do you belong?	57.1%	42.9%	100.0%
		% within Gender	26.7%	15.4%	20.3%
		% of Total	11.6%	8.7%	20.3%
Total	Count		30	39	69
	% within To which age group do you belong?		43.5%	56.5%	100.0%
	% within Gender		100.0%	100.0%	100.0%
	% of Total		43.5%	56.5%	100.0%

4.2.2.2 Field of specialisation

Figure 4.3 shows the field of specialisation of the respondents. The majority of respondents (60%) were from Marketing and Sales. Although this result was expected, it is important that the majority of the sample population was staff with a background of Marketing and Sales, because this provides a higher quality and reliability of the responses. The results of the other fields of specialisation showed a balanced distribution due to the fact that some people have a degree in a field different from that in which they currently work, or that there may be no specific Marketing and Sales department in the respective companies.

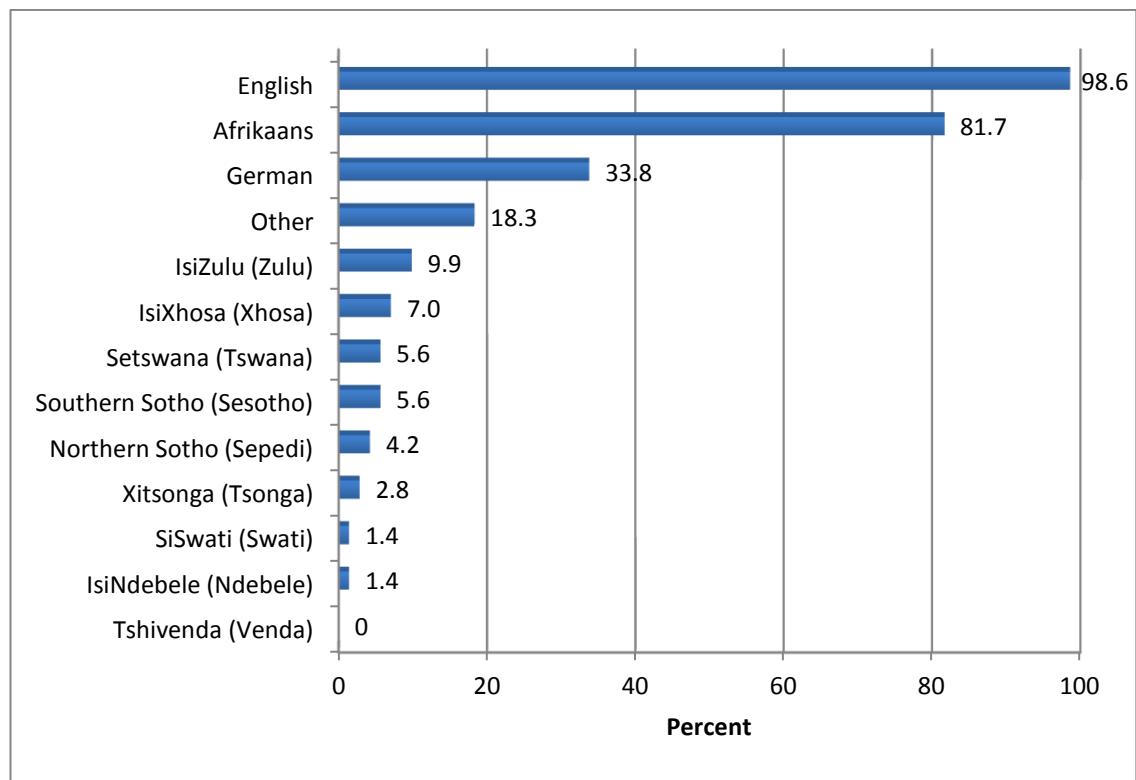
Figure 4.3: Field of specialisation



4.2.2.3 Language

The respondents could choose more than one option. Figure 4.4 is a percentage representation of each language option (out of 100%).

Figure 4.4: Which language do you speak?



Almost all the respondents (98.6%) spoke English. Afrikaans was spoken by 81.7% and every third person (33.8%) spoke German. The most common African languages were Zulu (9.9%) and Xhosa (7.0%). One of the African languages was not represented at all by the respondents (Venda). The results are not surprising in regard to demographic statistics of the whole population of South Africa (Statistics South Africa, 2001). First of all, English is recognised as the language of commerce and science, which explains the result of almost 99%. Zulu is the language which is spoken the most at home in South Africa, followed by Xhosa. It is interesting, that Afrikaans is

obviously spoken by over 80% of business people, despite the fact that it is only in third place of the South African languages spoken at home. This finding can be explained by the fact that a higher percentage of white South Africans works in the marketing sector, and also the area from which the sample was chosen – most companies have their offices in Johannesburg, Pretoria and Cape Town, where Afrikaans is commonly spoken. The high percentage of German speaking respondents can be explained by the fact that the sample was based on the Membership Directory of the Southern African – German Chamber of Commerce and Industry. Most of the companies had a German background which means that many of the respondents could be originally German or went to German schools.

4.3 Analysis of marketing communication issues

The next section provides an overview of the results for the various marketing communication issues that constitute this research project. Figures and tables are used to present the univariate analysis to show the simple frequency distribution of the results for each section, followed by the findings of the qualitative study to provide deeper insight into the issues, where applicable. Furthermore, bivariate and inferential analyses were also done.

Factor analysis was done to determine whether the questions that constituted the different marketing communication issues loaded along one or more factors. This means, if the questions (variables) that constituted these components actually measured the component, e.g., if the components measured what they were meant to measure. If there was a mixing of the factors, the components split along themes which were then grouped into appropriate categories.

4.3.1 Objectives of marketing communications

This section deals with the different objectives that companies have of their marketing communications and how important these objectives are for their marketing communication. The factor analysis done of the objectives of the company communications showed that the components loaded perfectly along one factor, as can be seen in Table 4.2. This means that all questions relating to the objectives of marketing communications were valid.

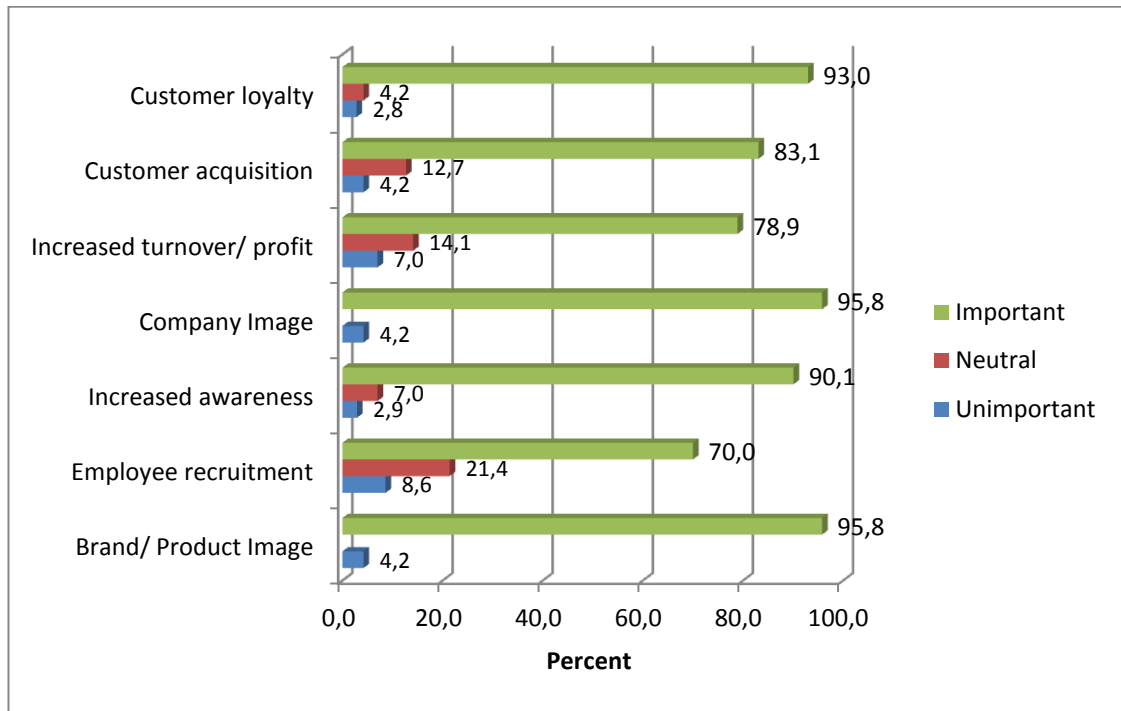
Table 4.2: Component Matrix: Objectives of company communications

	Component
	1
Brand/ Product Image	.840
Employee recruitment	.510
Increased awareness	.761
Company Image	.870
Increased turnover/ profit	.792
Customer acquisition	.718
Customer loyalty	.823

4.3.1.1 Univariate analysis

On average, 86.7% of the respondents rated all of the named objectives as important to their company communications (Figure 4.5). The three standout factors are customer loyalty (93%), company image (95.8%), and brand/ product image (95.8%). The mean value is lower due to the lower percentages for increased turnover (78.9%) and employee recruitment (70%). There are several reasons why marketing communication should be done by a company, and, in conclusion, all of these objectives were accepted as of above-average importance implying that companies do not focus only on one objective when it comes to their marketing communications.

Figure 4.5: Importance of objectives of companies' communications



4.3.1.2 Findings of the qualitative study

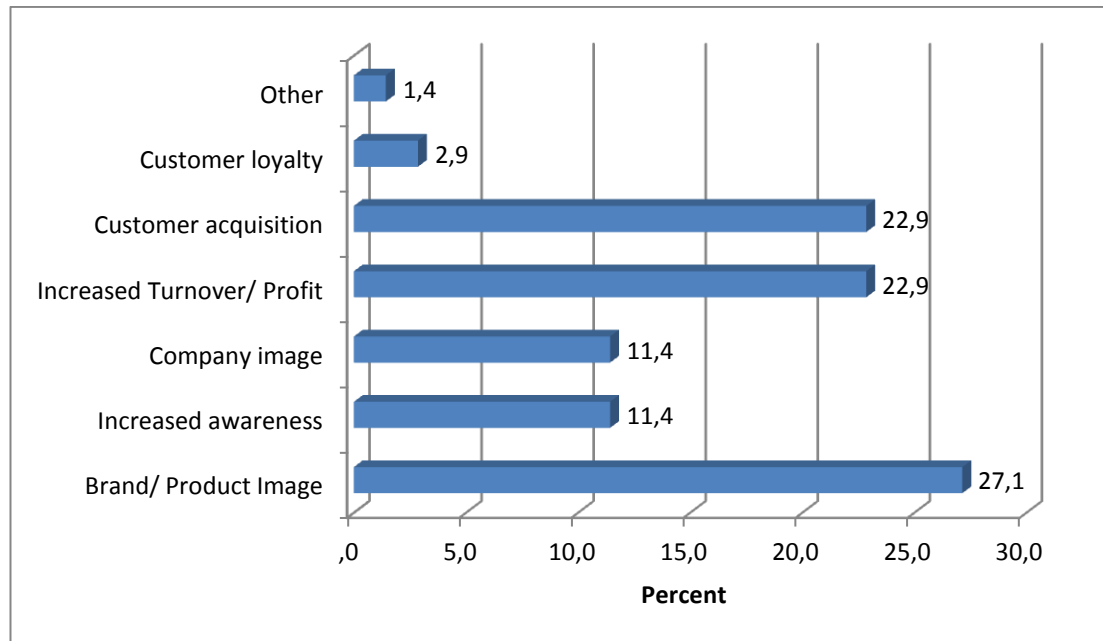
Figure 4.6 illustrates the frequency distribution of the primary objectives of companies' marketing communication. Brand/product image was the factor with the highest rating (27.1%), followed by increased turnover/profit (22.9%) and customer acquisition (22.9%).

It is conspicuous that the results of the question "Which objectives would be the primary reason for your marketing communications?" and the questions "How important do you rate these objectives of your company communications?" were not similar. Especially the factor customer loyalty (2.9%) was rated much lower.

Question one of the qualitative research (see Appendix C) of this study asked the interviewees if they have any reasons why customer loyalty is not as

important as the other objectives like brand/product image, increased turnover/profit, customer acquisition, increased awareness and company image.

Figure 4.6: Primary objectives for marketing communications



The quintessence of the responses was that it depends on which sector of industry one's company operates. In a service industry like consulting or reinsurance, for example, image and awareness are much more important. This is because the customer chooses the company based on its reputation and certain rating systems of so called rating agencies. If the brand/product/company image is high, the customers will choose that company and will be loyal as long as the reputation and rating grade is high enough.

In other industries, like manufacturing of capital or consumer goods, the loyalty of the customer is actually the most important factor for a company and should, therefore, be the primary objective for a company's marketing

communication. It is much cheaper and more cost effective to retain a customer than attract a new one.

The interviewees' ideas can be summarized depending on the company's industry, customer loyalty might play a less important role, but, in general, focusing only on new customers than on retaining customers is a common mistake in business.

4.3.1.3 Bivariate and inferential analysis

Inferential statistics involves a statement of statistical significance. A p-value is generated from a test statistic – if there is a significant result, the p-value is indicated with " $p < 0.05$ ".

The chi-square test was performed to determine whether there was a statistically significant relationship between the variables.

For a summary of all sections, the table in Appendix D gives an overview of the results of the chi-square tests.

There are some statistically significant relationships between the objectives of the companies' communication and the gender and age group of the respondents (Table 4.3). An exception is company image, where no significant relationships are indicated.

Table 4.3: P-values: objectives*gender*age group

Objectives	Gender	To which age group do you belong?
Brand/ Product Image	0.684	.025*
Employee recruitment	0.050	.019*
Increased awareness	.016*	0.716
Company Image	0.670	0.090
Increased turnover/ profit	.034*	0.497
Customer acquisition	.036*	0.112
Customer loyalty	.003*	.020*

The cross tabulation of the objectives increased awareness, increased turnover/ profit, customer acquisition and customer loyalty with gender (see Appendix E) shows, that on average for the four objectives, the female (95.5%) respondents rate the importance of these objectives much higher than their male (74.2%) counterparts. It can be concluded, that women focus more on these specific marketing communication objectives than men.

The cross tabulations for the three objectives brand/ product image, employee recruitment and customer loyalty compared with the respondents' age group (see Appendix E) display that on average the older the respondent was, the less he or she focused on these three objectives.

4.3.2 Use of marketing communication methods

This section deals with the analysis of the methods used for companies' marketing communication and how important they are for those companies.

Factor analysis was done to determine whether the various factors loaded along one factor. The rotated component matrix indicates a mixing of the factors, which means, that the factors can be grouped in different categories.

Table 4.4: Rotated component matrix: Use of marcomm methods

Marcomm methods	Component		
	1	2	3
Classical Advertising	.212	.870	.102
Sales Promotion	.235	.385	.649
Personal Selling	-.024	.123	.899
Direct Marketing	.738	-.168	.492
Public Relations	.793	.254	-.081
Trade Fairs/ Exhibitions	.112	.784	.369
Sponsoring	.647	.472	-.146
Internet Communication/ New Media	.677	.147	.223

Table 4.4 shows the factors which can be grouped into three categories (see blue, red and yellow markings). Classical advertising and trade fairs/ exhibitions would build the first category named the classic approaches (blue). Sales promotion and personal selling can be summarised in a second category called direct marketing approaches and the other four factors build category number three which would be called the indirect/technical approach.

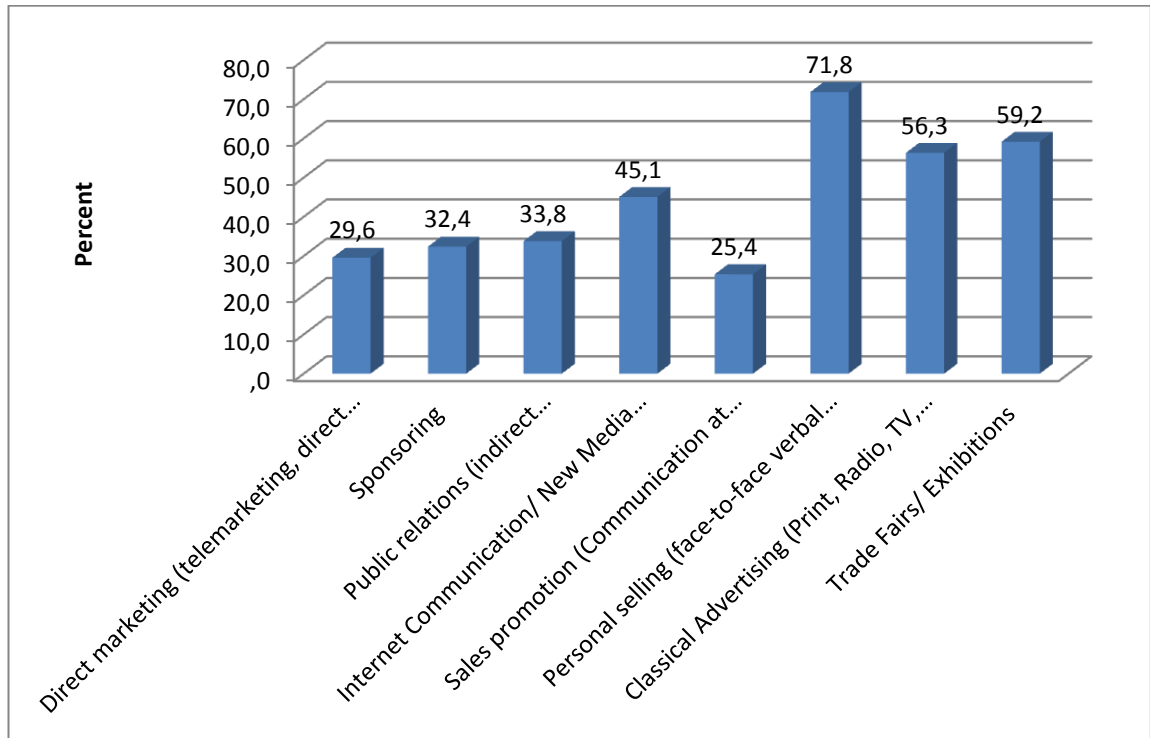
4.3.2.1 Univariate analysis

Figure 4.7 shows the single frequency distribution of the different marketing communication methods. Respondents could choose more than one option.

The classical approaches, like classical advertising (56.3%) and trade fairs/ exhibitions (59.3%), are used in similar frequency. It is interesting to note that personal selling is used most often for marketing communication with a percentage of 71.8%, whereas the second factor, sales promotion (25.4%),

of the direct approaches category is used the least often of all marketing communication methods.

Figure 4.7: Use of marketing communication methods

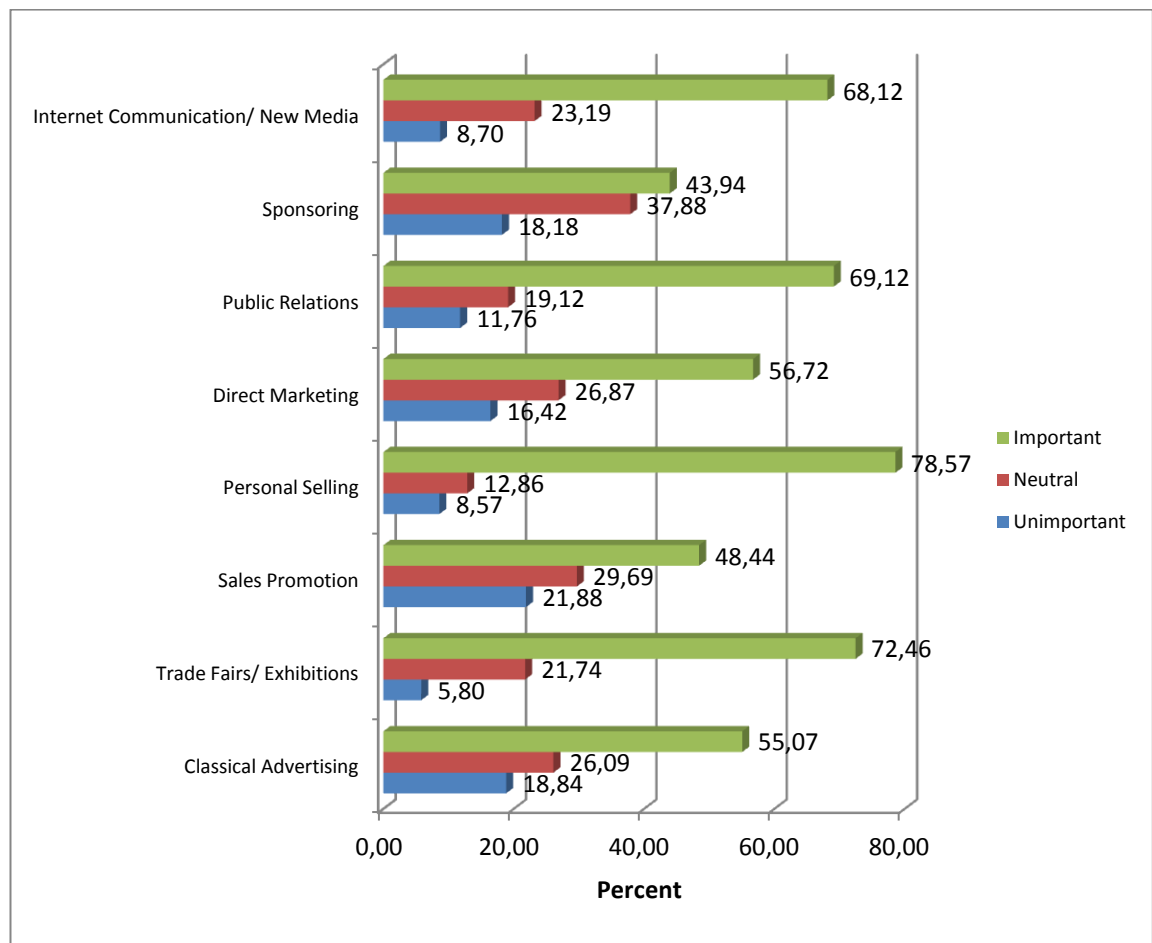


The indirect/technical approaches have a very balanced distribution of use, whereas internet communication/new media is more often used (45.1%) than the other three factors. Summarised by the categories, indirect/ technical approaches are used the most (39.85%), followed by classical approaches (32.66%) and direct approaches (27.49%).

Figure 4.8 represents a summary of the results regarding the importance of the marketing communication methods. The two most common methods involved personal selling (78.57%) and trade fairs (72.46%). Even though more respondents indicated a higher percent of importance, the least common were sponsoring (43.94%) and sales promotion (48.44%). It can be

summarised that personal selling is used the most and indicated as the most important communication method. This result might be influenced by the type of industries the respondents belonged to. The majority belonged to the service industry and a large percentage belonged to manufacturing of capital goods, where effective face-to-face verbal communication is an important communication method.

Figure 4.8: Importance of marketing communication methods



4.3.2.2 Bivariate and inferential analysis

There is a significant relationship indicated between the variables direct marketing and gender ($p = 0.012$). The use of the direct marketing approach

is obviously different between males and females. According to the findings of the study (Appendix F cross tabulation between use of direct marketing * gender), the female respondents are more likely to use the direct mail approach than males. It is interesting to note that the frequency distribution of the other methods were quite well-balanced between male and female respondents.

Another significant relationship ($p = 0.005$) was found between internet communication/new media and the age group of the respondents – the age of the respondent is associated with the use of specific marketing communication methods. The younger generation is more familiar with social media approaches like Facebook, Twitter and YouTube and, therefore, they are more likely to implement these communication methods in their companies' marketing communications (see Appendix F, cross tabulation between use of internet communication/ new media * age group).

4.3.3 General cultural aspects of marketing communications

In this section, general cultural aspects of marketing communications are presented. The component matrix (Table 4.5) shows that the factors loaded perfectly along one factor, which implies that the questions that constituted these components perfectly measured what was meant to be measured.

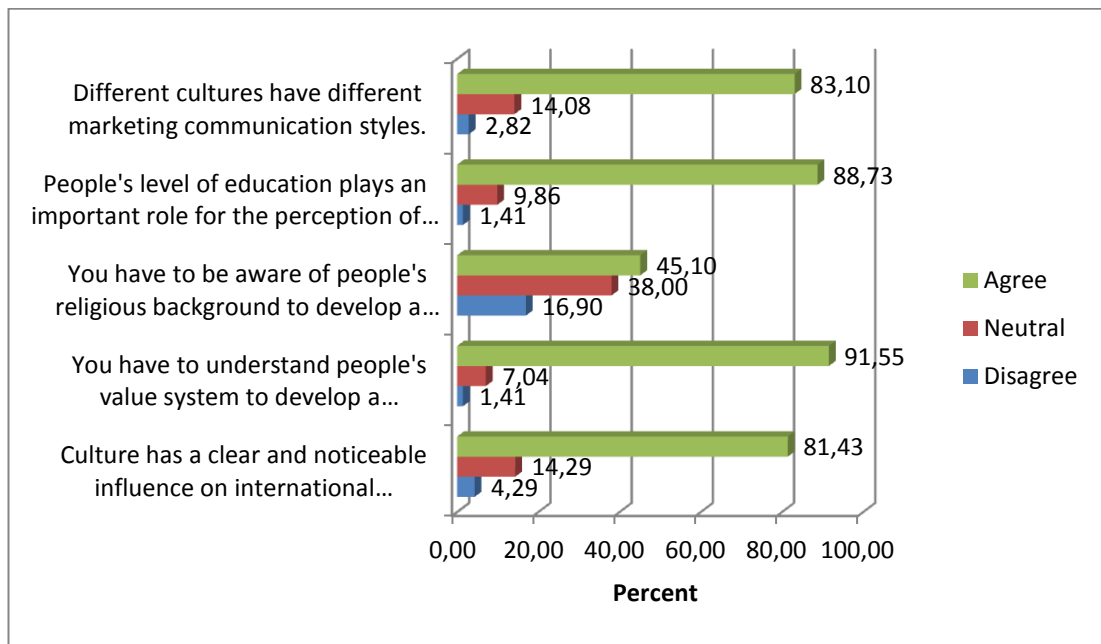
Table 4.5: Component matrix: General cultural aspects of marcomm

	Component
	1
Culture has a clear and noticeable influence on international marketing communications.	.632
You have to understand people's value system to develop a successful marketing communications strategy.	.693
You have to be aware of people's religious background to develop a successful marketing communications strategy.	.747
People's level of education plays an important role for the perception of specific marketing messages.	.667
Different cultures have different marketing communication styles.	.642

4.3.3.1 Univariate analysis

Figure 4.9 summarises the responses to the culture and value system questions. Four out of five statements had a high agreement level (between 81.43% and 91.55%), which shows that the different aspects or determinants of culture (see chapter 2.2.1) have a great influence on marketing communications. The statement about people's religious background had an agreement level that was only 45.10%, with 38% of the respondents neither agreeing nor disagreeing and 16.90% disagreeing with the statement. This is interesting, because it was expected that all statements would have a high agreement level since religious background is strongly related to culture. A reason for this finding might be that the respondents interpreted the questions in a different way than the researcher intended. The qualitative findings in section 4.3.3.2 will present further findings for each statement.

Figure 4.9: General cultural aspects of marketing communications



4.3.3.2 Findings of the qualitative study

a) Cultural factors that influence a company's marketing communications

Question three of the interview (see Appendix C) dealt with the statement that culture has a clear and noticeable influence on international marketing communications and it was meant to find out about cultural factors that influence a company's marketing communication between South Africa and Germany. It has to be mentioned, that the participants interviewed were marketing staff of South African companies, so the responses given about German culture are seen from a South African perspective. The critical factors influencing the marketing communications were based on two aspects. First of all, marketing messages based on German traditions (like the way Christmas is celebrated, which is very festive in Germany) do not work in South Africa. An explanation for that might be that South Africans are very proud of their diverse culture in the country and, therefore, marketing messages based on German culture, for example, do not appeal. Another cultural factor influencing marketing communication is the German approach

of very technical, detailed (data, facts), clear-cut and exact messages, which try to explain, in detail, the quality and advantages of a product. This approach is seen as too high-level and too detailed for South African customers to understand.

b) Influence of the value system on marketing communications

Interview question five determined in which way the South African value system influences the marketing communication with German business partners. There are two key characteristics that play a role in South Africa's value system, and which are important for German companies operating in South Africa to know. The first characteristic is trust. Together with the marketing approach of word of mouth (WoM), building trust can be the key factor for successful business relationships in South Africa. If one can create trust in one's product, people will spread WoM which will have a positive effect and lower cost of promotion of one's product. Another key factor in South Africa's value system is the price of a product. In general, there is a tendency in South Africa to rather buy the cheaper product which could lead to conflict with the German approach of quality and high-priced products. This means, in terms of marketing communications, that efforts should focus on convincing the customer of the good quality of the product, even if it is high-priced. Despite these two key factors, there seems to be an advantage for international companies operating on the South African market. According to the responses of the interviewees, international, especially German, products stand for high quality, which leads to an advantage when it comes to marketing communications.

c) The role of the religious background on marketing communications

Question six of the interviews focused on whether the religious background plays an important role to develop a marketing communications strategy. The quantitative research findings showed a wide variety of responses. The

consensus of the interviewees were that one has to be aware of the religious background and that it influences the perceptions of marketing messages, which explains the overall agreement with the statement of 45.1%. The high rating for neutral (38%) can be explained through different interpretation of the statement. The respondents see the religious background as important, especially for the high cultural diversity within South Africa, but in terms of the interpretation of the questions, people thought of the marketing message itself. They stated that they use a neutral approach with no religious influence in their marketing messages, to simply avoid any offense. The overall response was that religion does not play a big role for marketing communications with a German business partner. In conclusion, the South African market is more sensitive when it comes to religion compared to Germany.

d) People's level of education and its influence on the perception of marketing messages

The seventh interview question dealt with people's level of education and its influence on the perception of specific marketing messages. The high agreement (88.73%) with this statement in the quantitative study is supported by the findings of the interviews. Respondents felt that the educational level in Germany is higher, compared to South Africa and that technical literacy is often lower in South Africa than in Germany, even in management positions. The respondents stated that the educational level between South Africa and Germany on a B2B basis is at least on a similar level. As a result, the interviewees were consistent with the response that companies have to adapt or tailor their marketing messages to the level of education of the target market. In conclusion, marketing communication with German business partners on a B2B basis in the specific fields of business operations is not problematic. However, if a product is marketed to the public, there are

big differences in the educational level between South Africa and Germany and the companies have to adapt their marketing messages.

e) South African and German marketing communication style

Question eight of the interviews was used to find out about different marketing communication styles, especially the differences between South African style and German style. South African marketing communication style is shaped by its diverse cultural influences. The marketing style is more casual and less of a research approach, as well as non-written, storytelling and very picture driven in marketing messages. In general, WoM marketing is a popular marketing approach in South Africa in conjunction with humorous, short, simple and straight to the point marketing messages. German marketing communication style is more of a research approach and is more conservative. German marketing messages are more detailed and contain more information about the products, which means that marketing messages are based on facts, data, and technical details and could be described as purely professional. These findings are the individual impressions of the interviewees, but are consistent with the cultural patterns discussed by different scholars (see section 2.2.4).

4.3.3.3 Bivariate and inferential analysis

The p-value (0.023) for the relationship between the statement different cultures have different marketing communication styles and the industry in which a company operates indicated a statistically significant relationship. The overall agreement level between the different operating sectors was very high, i.e., all operating sectors agree that there are different marketing styles across different cultures.

4.3.4 Language, symbols and culture

This section represents the overall perceptions of respondents about various aspects of language. The factor analysis shows that the components split along themes. In this case, the two categories, which can be seen in the rotated component matrix (Table 4.6), are non-written communication (blue) and written communication (yellow).

Table 4.6: Rotated component matrix: Language, symbols and culture

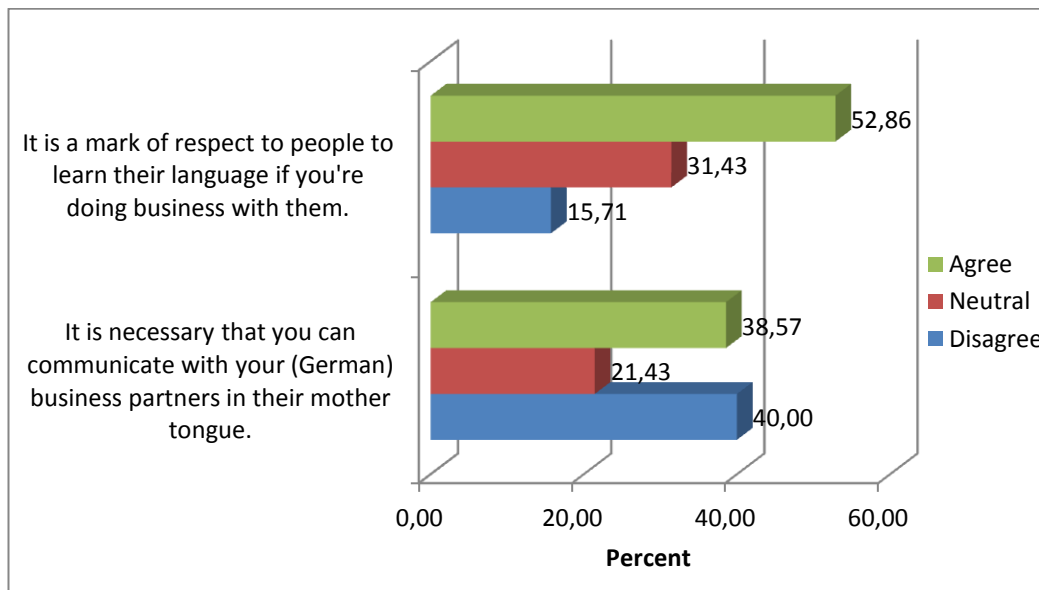
	Component	
	1	2
It is necessary that you can communicate with your (German) business partners in their mother tongue.	-.033	.911
It is a mark of respect to people to learn their language if you're doing business with them.	.246	.857
German business partners prefer clear-cut marketing messages.	.816	.037
German business partners prefer written marketing messages.	.797	.146
German business partners prefer simple and uncluttered marketing messages.	.745	.074

4.3.4.1 Univariate analysis

Figure 4.10 illustrates the findings for the first category of non-written communication.

The first statement shows a higher level of agreement (52.86%) than of disagreement (15.71%). However, the second statement shows similar levels of agreement (38.57%) and disagreement (40%).

Figure 4.10: Non-written communication

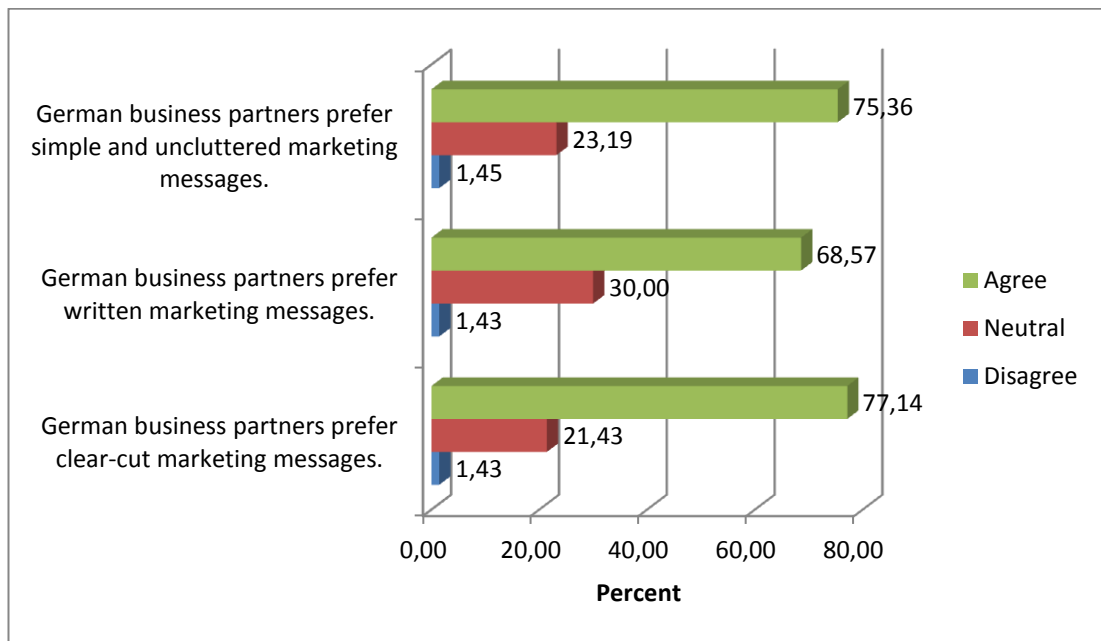


The results show uncertainty in the way the answers were given. It might be that not all of the respondents have contact with foreign, or especially, German business partners, as suggested by the high level of “neutral” ratings. The levels of agreement and disagreement for both statements will be discussed in detail in the findings of the qualitative research (section 4.3.4.2).

In Figure 4.11, the findings of category two, written communication, are presented.

The results show high levels of agreement with very low levels of disagreement for all three statements. The results of the quantitative research support the findings of the review of the literature. A comparison to South African preferences, when it comes to the style of a marketing message, will be provided in the next section.

Figure 4.11: Written communication



4.3.4.2 Findings of the qualitative study

Question nine asked the interviewees if it is necessary to communicate with business partners in their mother tongue, and if it would improve business relationships if they were able to speak the language of their business partner. The level of disagreement found in the quantitative study (40%) is supported by the responses of the qualitative interviews. The overall consensus was that it is not essential that a South African can speak German to communicate successfully. One of the reasons they gave was that English is accepted as the official business language and, therefore, Germans do not expect their business partners to speak English. Furthermore, German business people generally speak good English, because the German education system has established English as the second language at school in most parts of Germany. Another reason was that German business partners prefer to speak English with their English-speaking business partners to improve their own language skills. Although all respondents presented the same opinion that it is not necessary to speak your business

partners' mother tongue, a consistent result was that it is seen as a mark of respect if one speaks one's language and it would definitely improve the business relationships.

Interview question ten summarised the preferences of South African business partners when it comes to the style of a marketing message. The general differences in marketing communication styles are already described in section 4.3.3.2. Marketing messages should be in a casual style, straight to the point, in a simple ("keep it simple") and short style. The language should not be fancy and the message should not contain too much information or technical details. In other words, it should be clear-cut and uncluttered.

4.3.4.3 Bivariate and inferential analysis

The p-value of 0.002 indicates a statistically significant relationship between the statement German business partners prefer clear-cut marketing messages and the field of specialisation of the respondents.

4.3.5 Cultural values and belief systems

This section looks at the results for the questions about cultural values and belief systems, especially attitudes towards time. The factor analysis shows a mixing of the factors. Therefore, two categories can be built. Category one is called economic time planning (blue) and category two is time submissiveness/tenacity (yellow), as can be seen in the rotated component matrix (Table 4.7).

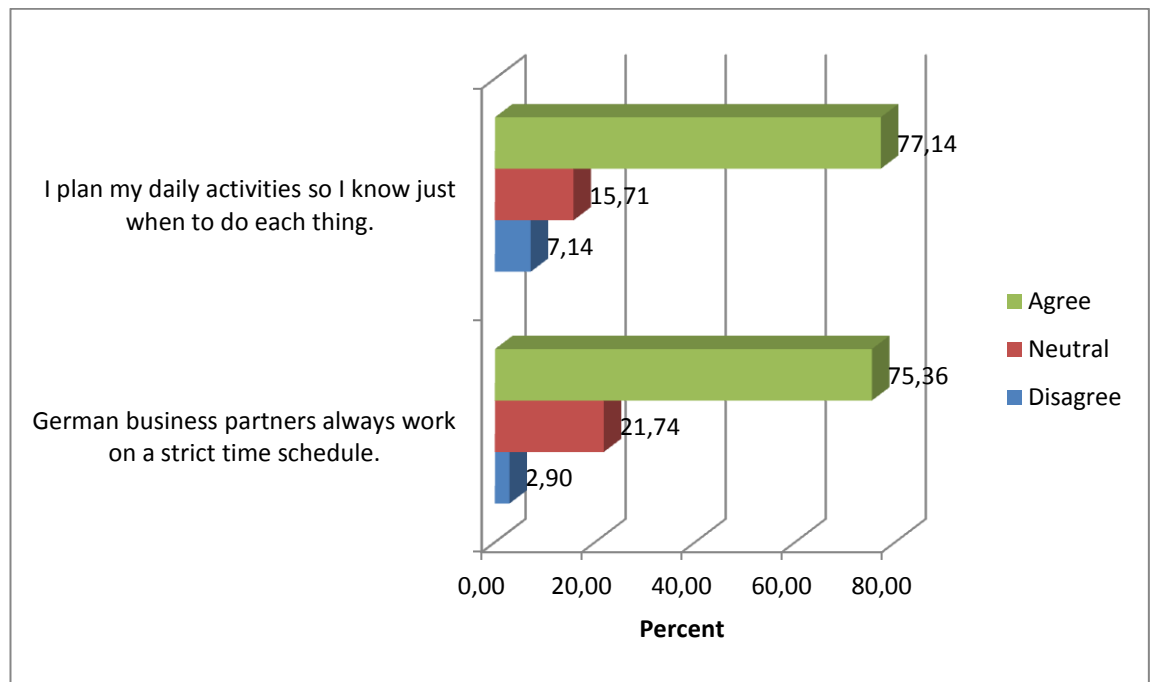
Table 4.7: Rotated component matrix: Cultural values and belief systems

	Component	
	1	2
I plan my daily activities so I know just when to do each thing.	-.107	.842
German business partners always work on a strict time schedule.	.179	.692
I am almost never late for work appointments.	.622	.103
I would rather come early and wait than be late for an appointment.	.775	.013
German business partners are almost always punctual for business meetings	.817	-.003
Once I've started an activity, I persist at it until I've completed it.	.536	.521
German business partners always keep deadlines.	.591	.382

4.3.5.1 Univariate analysis

Figure 4.12 shows the responses for category one, economic time planning.

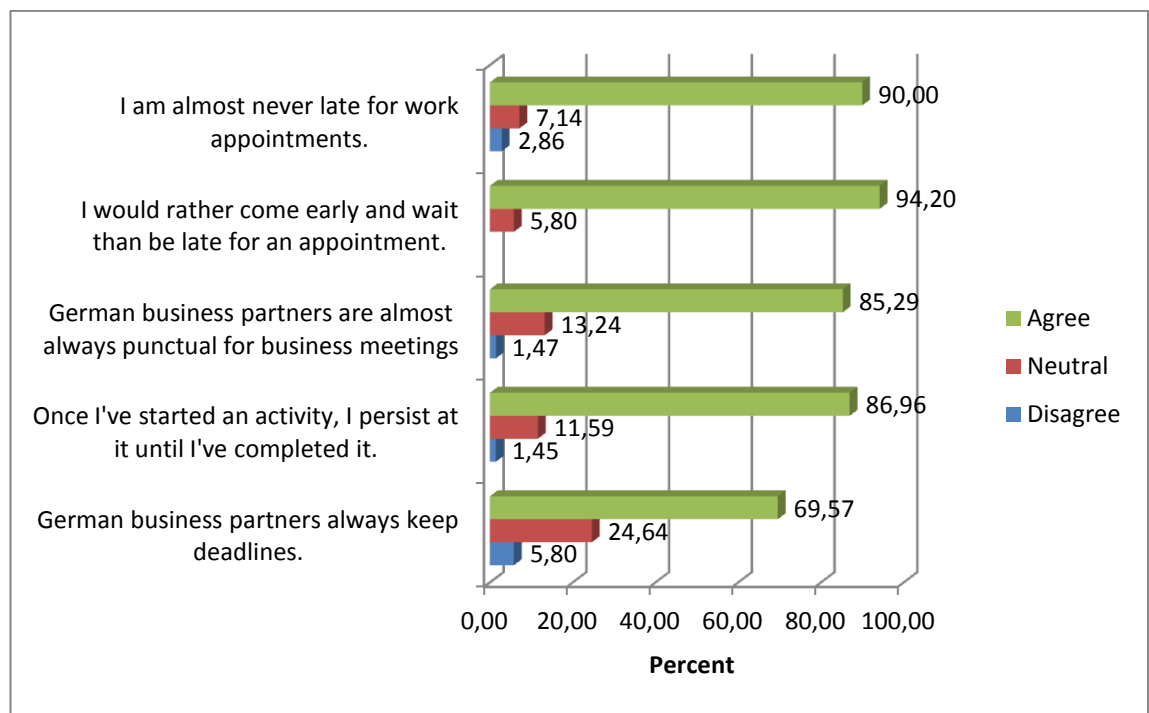
Figure 4.12: Economic time planning



The two statements show similar levels of agreement with a low level of disagreement, but a relatively high level of uncertainty. The findings show that time management plays an important role for both South Africans and Germans. It is interesting to note that the agreement level for the statement of personal time planning (South Africans) is higher than the level of agreement for the time planning of German business partners. However, this question was difficult to answer, because one does not know exactly how strict a business partner is in working on strict time schedules, which explains the relatively high rate of uncertainty (21.74%).

The responses to the statement about time submissiveness/tenacity are captured in Figure 4.13.

Figure 4.13: Time submissiveness/ tenacity



Levels of disagreement are low across this category, implying that time management is important for both South Africans and Germans. With agreement levels on average of almost 90%, the first four statements are consistent in the importance of time management. All questions about the personal attitude towards time were answered with high agreement levels. This shows that South Africans seem to be very time submissive and tenacious in completing working activities.

The fifth statement shows an interesting result in terms of an uncertainty rating of 24.64% and an agreement level under 70%. Germans are usually seen as very time conscious and reliable in keeping deadlines. The level of disagreement is low, which indicates a general agreement with the statement. However, every fourth respondent was uncertain about the statement. The findings of the qualitative study in section 4.3.5.2 will give deeper insight into the topic of attitudes towards time.

4.3.5.2 Findings of the qualitative study

Question eleven of the qualitative study asked the respondents about the differences in attitudes towards time between South Africa and Germany and how it affects their business relationships.

A common statement of all interviewees was that Germans are, in general, very punctual and more time conscious. Another result was that Germans have a higher adherence to deadlines than their South African business partners. This finding provides general agreement with the statement “German business partners always keep deadlines” (see Figure 4.13). The high uncertainty in answering this question might be a result of the wording of the statement, because a higher adherence to deadlines does not mean that Germans “always” keep deadlines.

The time planning of business activities in Germany is done more in advance and with a stricter time schedule of the planned event. South Africans do not plan as much in advance of an event, but act more spontaneously. An effect of this on business relationships is pressure, which can lead to frustration on both sides.

In South Africa, with its high cultural diversity, there are big differences in attitude towards time within the different cultures. It can be noted that the white culture has a more European approach of time consciousness, whereas in the black culture, time is less important and, therefore, the time consciousness is lower. This affects South African businesses, in particular, because the mix of different cultures within one company influences the corporate culture and attitude towards time.

Another interesting result was that there are not only cultural differences but regional differences as well. In coastal regions like Durban and Cape Town, people are more relaxed and less time conscious than in Johannesburg and Pretoria. That might be a reason why the highest concentration of industry is in the Johannesburg/Pretoria area.

However, a consistent statement was that business relationships with German business partners are usually not really negatively influenced by these attitudes to time. This positive statement may be due to the fact that Germans are aware of a different attitude towards time and South Africans try to adapt to German standards when doing business with them. Furthermore, in German subsidiaries in South Africa, it is less of a problem because the corporate German business culture has influenced the attitude towards time.

4.3.5.3 Bivariate and inferential analysis

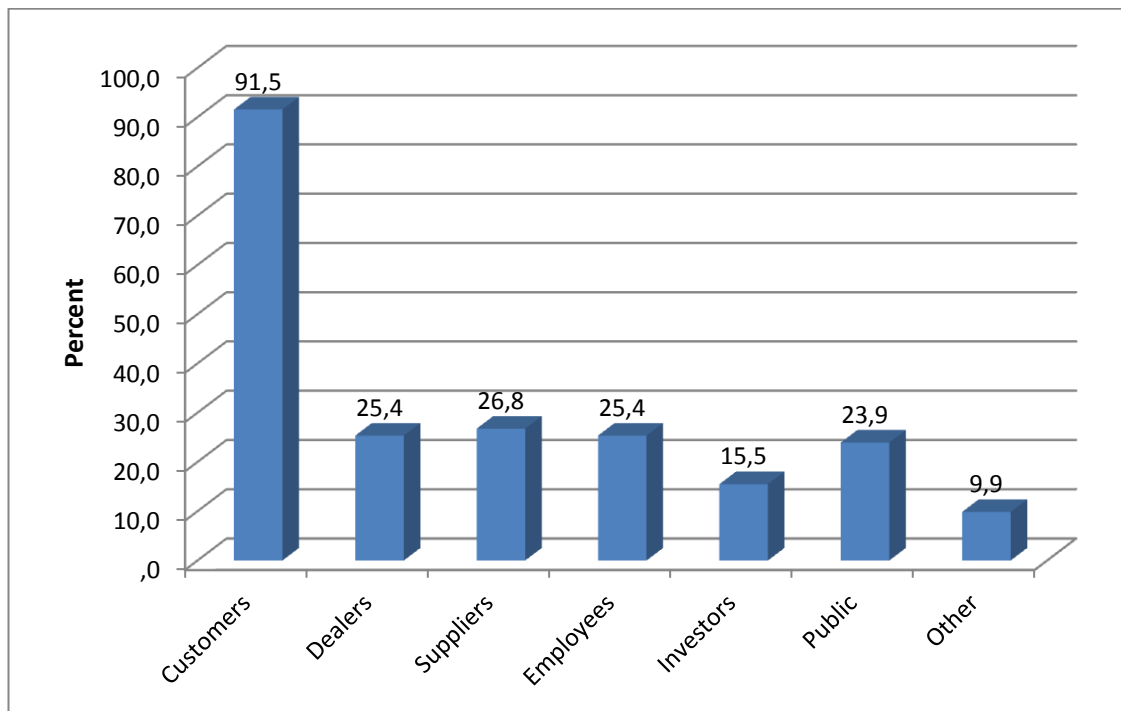
A p-value of 0.000 showed a statistically significant relationship between the statement German business partners always work on a strict time schedule and the respondents' field of specialisation. In some fields, working on a strict time schedule is more appropriate than in others. Therefore, there might be differences depending on the field of specialisation.

An interesting statistically significant relationship ($p = 0.025$) exists between the statement "I would rather come early and wait than be late for an appointment" and the gender of the respondents. The cross-tabulation (see Appendix G cross tabulation between rather come early and wait than be late * gender) showed that the average agreement of males and females was 94.1%. There was a big difference within the level of agreement according to gender. Within the options of agree and strongly agree, 80% of the male respondents strongly agreed and 13.3% agreed, whereas the female respondents had more of a balance with 43.6% agreeing and 51.3% strongly agreeing. These findings imply that, although both groups agreed overall with this statement, male respondents are a bit more time conscious and take time more seriously than their female counterparts.

4.4 Other relevant findings

Respondents could choose more than one option in naming their most important marketing communications target group. Figure 4.14 is a percentage representation of each option out of 100%. The most important target group was customers (91.5%), with more than three times more answers than the second most chosen option (suppliers with 26.8%). Dealers, employees, and the public were similar, but slightly less than suppliers. A total of 15.5% of respondents chose investors, while 9.9% of the respondents chose other important target groups.

Figure 4.14: Target groups for companies' marketing communications



The findings of the qualitative study (interview question two) support the results of the survey. The main target group for the marketing communications of a company is the (end) customer. The customer is the one who buys the product and, therefore, generates turnover and profit. Reasons why dealers and suppliers are less important were as follows: suppliers are not interested in the company's marketing communications, because the suppliers should actually market to the company; the supplier is actually in the position of the seller; the marketing activities aimed at dealers are mainly based on providing the company's marketing materials to the dealers, to enable them to push the product and sell it to the end-customer. The consensus was, nevertheless, that dealers and suppliers are important, in general, and it is essential to keep a good relationship with them.

Table 4.8 looked at the relationship between “Which objectives would be the primary reason for your marketing communications?” and “What target groups are the most important for your marketing communications?”.

The three highest percentages relate to brand image (11.69%), customer acquisition (9.74%) and ensuring increased turnover/profit (9.09%). Obviously, customers are the companies’ main target group, which explains the high relationships with customers. Brand/product image had a high single rating due to importance, which explains the highest percentage of all responses. The high relationship regarding customer acquisition might be explained by companies’ goals for steady growth which requires continuously new customers. This finding explains the relationship with increased turnover/profit which usually goes hand in hand with company growth.

Table 4.8: Cross tabulation: primary objectives and main target groups

			Customers	Dealers	Suppliers	Employees	Investors	Public	Other
Which objectives would be the primary reason for your marketing communications?	Brand/ Product Image	n	18	4	4	7	2	3	4
		%	11.69	2.60	2.60	4.55	1.30	1.95	2.60
	Employee recruitment	n	0	0	0	0	0	0	0
		%	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Increased awareness	n	8	3	1	0	1	3	1
		%	5.19	1.95	0.65	0.00	0.65	1.95	0.65
	Company image	n	8	1	3	3	1	3	0
		%	5.19	0.65	1.95	1.95	0.65	1.95	0.00
	Increased Turnover/ Profit	n	14	4	5	2	2	3	0
		%	9.09	2.60	3.25	1.30	1.30	1.95	0.00
	Customer acquisition	n	15	6	6	5	4	4	1
		%	9.74	3.90	3.90	3.25	2.60	2.60	0.65
	Customer loyalty	n	1	0	0	1	1	1	0
		%	0.65	0.00	0.00	0.65	0.65	0.65	0.00
	Other	n	0	0	0	0	0	0	1
		%	0.00	0.00	0.00	0.00	0.00	0.00	0.65

Question four of the qualitative interviews dealt with two questions:

1. What are the main marketing communication problems of your company?

The results showed that the main problem is to communicate effectively with diverse cultures. Companies see difficulties in promoting a standardised marketing message to different countries, e.g., to different cultures and, therefore, they must put much effort into adapting their marketing messages for the diverse cultural target markets.

Classical approaches in advertising, like publications and newsletters, are not really effective anymore, because business people do not have time to read long messages, which lead to the problem that the companies do not get their marketing messages across through these channels.

A more individual problem (stated by one interviewee) was that distributors do not promote the German high-quality products, because they can achieve higher margins by selling cheaper products from Chinese importers.

2. What does your company do to avoid these communication problems?

The respondents stated that cultural diversity can be a problem, especially when all marketing communication messages have to be adapted for several target markets. What successful companies do is collect information about the diverse cultures through agents in their operating countries. If this information is not enough, they then work together with experts in the particular target market, e.g., marketing agencies who know the market.

One way to get the marketing message across through classic channels with publications and newsletters is to keep marketing messages short and simple. The other more effective solution would be to use alternative communication channels, with which faster and more focused communication is possible, as stated by the interviewees. Such approaches include especially new media and internet communication, like advertising on the company's own website, or using special social media like Twitter, Facebook, or YouTube to promote the company.

If dealers do not promote the company's product to the end customer, the companies' only way to avoid this problem is to advertise directly to the end-user. This makes sure that the customer is aware of the product and creates a demand for the company's product from the dealer. In marketing this is called a pull strategy.

4.5 Chapter summary

Chapter four presented the findings of the research and discussed the analysed data in detail. Information describing the companies and personal information about the respondents were shown.

The analysis of the various marketing communication issues from the quantitative study provided helpful information about the influence of culture on marketing communications between South African and German businesses. The responses to the statements were, in general, very clear and indicated how certain cultural aspects can influence international marketing communications.

The findings from the qualitative study gave deeper insight and, in most cases, supported the results of the quantitative research. Furthermore, the different marketing communication styles of South Africa and Germany were identified. The main marketing communication problems experienced by companies that market internationally, and what companies should do to avoid these problems have been discussed as well.

The conclusions and recommendations from this study will be discussed in the next chapter. Conclusions about the research questions and the research problem will be shown. A cultural framework to support marketing communications between South Africa and Germany as well as recommendations for further research will be presented.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter will focus on the summary, conclusions and recommendations of this study. Firstly, conclusions about the research questions are provided, followed by the conclusions about the research problem. Thereafter, the limitations of the study are shown. Then, recommendations based on the study and the findings are demonstrated. Recommendations for future research close this chapter.

5.2 Conclusions about the research objectives

The aim of this study was to investigate the influence of national culture on marketing communications between South African and German businesses. Three objectives were developed to achieve the aim of this study. The conclusions about each research objective are presented in the following section.

5.2.1 Objective one – identifying the main cultural factors

The first objective was *to identify the main national cultural factors/variables influencing marketing communications between South African and German firms.*

Objective one was covered through the review of the literature in chapter two. Section 2.2.1 highlights the elements of culture like religion, education, language, beliefs and value systems such as attitudes towards time which influence a culture and, therefore, have influence on marketing communications. According to Lillis and Tian (2010: 100), each of these

determinants plays an equally important role in determining the nature and values of a particular culture. This finding is consistent with the results of the quantitative study about general cultural aspects of marketing communications (section 4.3.3.1) which showed that culture, e.g., the determinants of culture, have a clear and noticeable influence on international marketing communications. Hence, the first objective was achieved successfully.

5.2.2 Objective two – identifying the critical cultural factors

Objective two was *to identify the critical cultural factors/variables which are most important to German companies who are dealing with South African firms.*

The review of the literature provided several findings of critical variables influencing marketing communications. Sections 2.2.4.3 and 2.4.3 to 2.4.5 highlighted the importance of verbal and non-verbal language and attitude towards time as essential influencing factors when it comes to intercultural communication, and especially to intercultural business communication. Furthermore, determinants of culture, such as people's value and belief systems, religion and the level of education, were also identified as critical cultural factors influencing marketing communications.

As the results of the study in section 4.3.3.1 show, peoples' level of education plays an important role in the perception of different marketing messages. There are differences between South Africa's and Germany's level of education. On the one hand, companies have to tailor their marketing messages to their different target markets when they market to the public. On a B2B level, on the other hand, the educational level is comparable, which

makes marketing communications on a B2B level easier, because the marketing messages do not have to be adapted to the level of education.

Peoples' beliefs and values are other critical factors that have to be taken into consideration when it comes to marketing communications. The high level of agreement between the statements in the quantitative study and the answers to the qualitative study highlight the importance of people's beliefs and values. The qualitative study examined two important key values in South African culture, which might be important to German companies who want to do business in South Africa. As stated in section 4.3.3.2, together with word of mouth (WoM), building trust can be a key factor for successful business relationships in South Africa. The other key factor is the price of a product. The tendency in South Africa is to rather buy the cheaper product. Therefore, a good marketing communications strategy in South Africa has to convince the consumer to buy a quality product that might be higher priced than the competitive products.

One factor, which is seen as a very critical factor when it comes to national culture, is religious influence. According to Cateora and Graham (2007: 103), religion has a great impact on the value system of a society and the effect of value systems on marketing must not be underestimated, which means that religion often has quite a strong influence. However, the findings of the study were not that clear about the influence of religion on marketing communications. In the quantitative study, there was a high level of uncertainty about whether a company has to be aware of people's religious background to develop a successful marketing communications strategy. The results of the interviews showed that companies are aware of religion when they create marketing messages. The messages are kept neutral without any religious influence. The South African market was seen as more sensitive about religion than Germany, because of the former's high cultural diversity.

Language is another critical variable for international marketing communications. As Thitthongkam et al. (2011:6) state, with language, people express values, attitudes and norms. Verbal communication and marketing messages were the two categories of language which are important for successful marketing communications (section 4.3.4.1). The study showed that it is a mark of respect if business people can communicate with their business partners in their mother tongue and business relationships can be improved if they can speak their business partners' mother tongue. This finding reflects the statement of Chaney and Martin (2010: 91) who state that there is a need for understanding of a common language to communicate successfully with people from other cultures. The overall consensus, however, was that it is not essential for South Africans to speak German, because English is accepted worldwide as the official business language. The second part of the language component of the quantitative study asked about marketing messages and what the preferences of German business partners are. There was agreement that Germans prefer simple, uncluttered, clear-cut and written marketing messages. From the qualitative study, it was found that South Africans prefer simple, clear-cut and uncluttered messages as well, but with a more casual style, to the point, and messages that contain less information.

The last critical cultural factor identified was the difference in attitudes towards time (section 4.3.5.1) between South Africans and Germans. As Harvey et al. (2008: 147) state, every culture has its own social time which is important for marketing managers developing an international marketing strategy. The overall agreement about economic time planning, which means working to a time schedule and planning daily activities, is the same in South Africa and Germany. Thus, there is no significant difference in that aspect of attitudes towards time. The results of the quantitative study for time submissiveness/tenacity indicated a high level of agreement, which shows the importance of time management. However, the qualitative part of this

research pointed out in section 4.3.5.2 that Germans are, in general, more time conscious and have a higher adherence to deadlines than their South African business partners. The differences in attitude towards time between South Africa and Germany arise because of the high cultural diversity in South Africa. Amongst the different cultural groups in South Africa, there are differences in attitudes towards time, which then might influence the business relationships with German partners. However, the overall conclusion was that the differences in attitude towards time are not big enough to influence business relationships in a negative way.

It can be concluded that the critical cultural factors or variables, which are most important to German and South African business partners, have been identified, and, therefore, objective two has been met.

5.2.3 Objective three – developing a cultural framework

Objective three was *to develop a cultural framework to support marketing communications between German and South African firms.*

On the basis of the results and findings examined in chapter four of this dissertation, a cultural framework has been developed and will be provided in section 5.4 – recommendations for practice. This framework will show that objective three has been met.

5.3 Conclusions about the research problem

The research problem of this study was related to difficulties that companies have when they market to a new cultural environment. This led to the questions, “what are the main marketing communication problems companies have when they operate in foreign markets” and “what do

successful international companies do to avoid these communication problems?” The research objectives one and two identified the main and critical cultural factors or variables influencing marketing communications (see section 5.2).

The results of the qualitative study gave some interesting insights which helped answer these questions. It can be summarised that the main communication problem was named as communicating with diverse cultures. Companies see the biggest problem as adapting marketing messages for different cultural groups. They have to put considerable effort and a large workforce into developing marketing messages for each cultural target market. Successful international companies employ their own agents in the different countries who know the target markets. Another option is to work together with local marketing agencies which are experts for the specific target markets.

Another communication problem experienced was that classical advertising approaches such as print media are not adequate to get marketing messages across in a fast changing business environment. Successful international companies use more effective communication channels. New media and internet communication are, therefore, the approaches which promise the most success to communicate effectively in today's fast business environment. This is consistent with the statement of Michaelidou et al. (2011: 1-4), who stress that new media and internet communication offer new ways for companies to communicate, cooperate and share with their target audiences.

5.4 Recommendations for practice

Recommendations for practice are presented via two cultural frameworks. First of all, recommendations for German business based on the cultural framework about South Africa will be presented, followed by the recommendations for South African businesses based on the cultural framework for Germany.

5.4.1 Cultural framework – South Africa

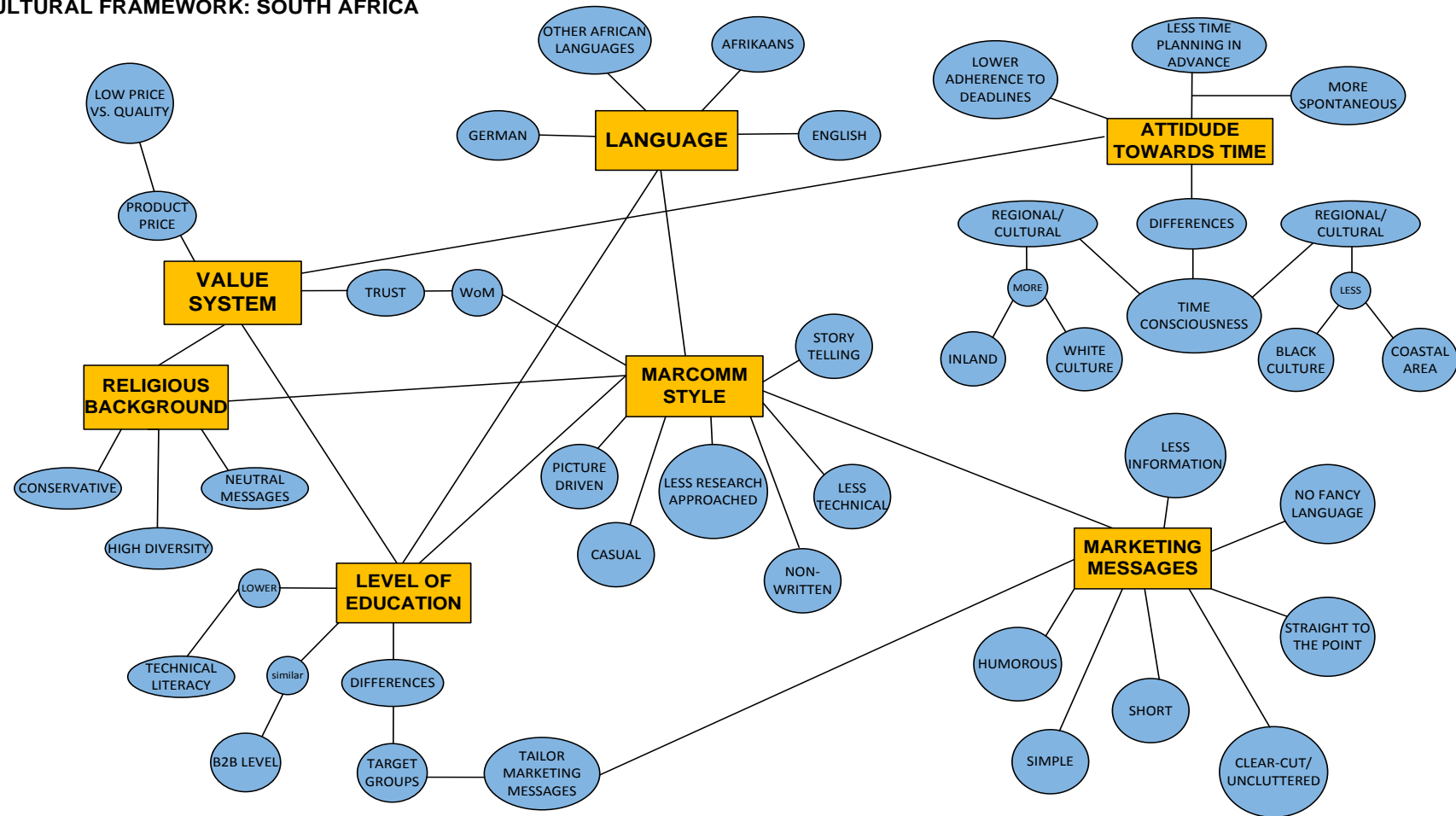
Figure 5.1 shows the cultural framework for South Africa. Therefore, the recommendations for German companies which want to enter the South African market are as follows.

Seven main cultural factors or variables were found to be critical and have to be taken into consideration when it comes to marketing communication.

The first cultural factor, language, is also the most obvious factor that one has to be aware of when doing business with foreign business partners. In South Africa, there are 11 official languages. English, however, is accepted as the main business language. It is, therefore, essential for a German business partner to speak English. Many South Africans have German roots and/or went to German schools, so that many business people are able to communicate in German as well. To improve business relationships, it might be helpful to get some basic knowledge of Afrikaans and some black languages like IsiZulu or IsiXhosa. As stated by Boroditsky (2010: 1-2), by learning another language, people also learn another worldview, which can be a big advantage in terms of effective marketing communications.

Figure 5.1: Cultural Framework: South Africa

CULTURAL FRAMEWORK: SOUTH AFRICA



The second cultural factor, the value system, is another critical variable. When it comes to values, a German company should be aware of two key factors. Before being successful in South Africa, one has to gain trust from business partners. Trust is essential before doing business. The other challenge is to compete with a high-quality product that might be more expensive than cheaper competitors' products. Therefore, it is essential to gain trust from your business partners and have a high quality product.

Connected to the value system is another critical factor – attitude towards time. For German businesses, the attitude towards time in South Africa can be irritating at times. The results of the study showed a lower adherence to deadlines by South Africans. Thus, German businesses have to plan and allow extra time as a buffer, if the South African partner cannot keep to a deadline. Regarding planning, South Africans are more spontaneous and do not plan too long in advance. South African's attitude towards time tends to have a more polychronic time characteristic since they are doing different things simultaneously and with a great involvement of people (de Mooij, 2005: 58). For German business partners, this means that they have to be aware of this fact and avoid becoming nervous if the time planning seems less accurate than their estimation. Furthermore, it is important to know that there can be big differences in attitude towards time between the regions and different cultures within South Africa. Time consciousness, in general, is seen as higher in the inland regions and in the white culture. In contrast, time consciousness is lower in the coastal regions and in the black culture.

The religious background is one factor that does play a role when it comes to marketing communication messages, and it has to be taken into consideration. South Africa is, due to its high cultural diversity, more conservative, and, therefore, marketing messages should be kept neutral, so that no one will be offended.

Another cultural factor that German companies should be aware of is the level of education. Although the level of education of B2B staff is comparable to Germany, technical literacy is often lower. If a company deals with different target groups in the South African market, they have to be aware of different levels of education and have, therefore, to tailor their marketing messages to these different target groups.

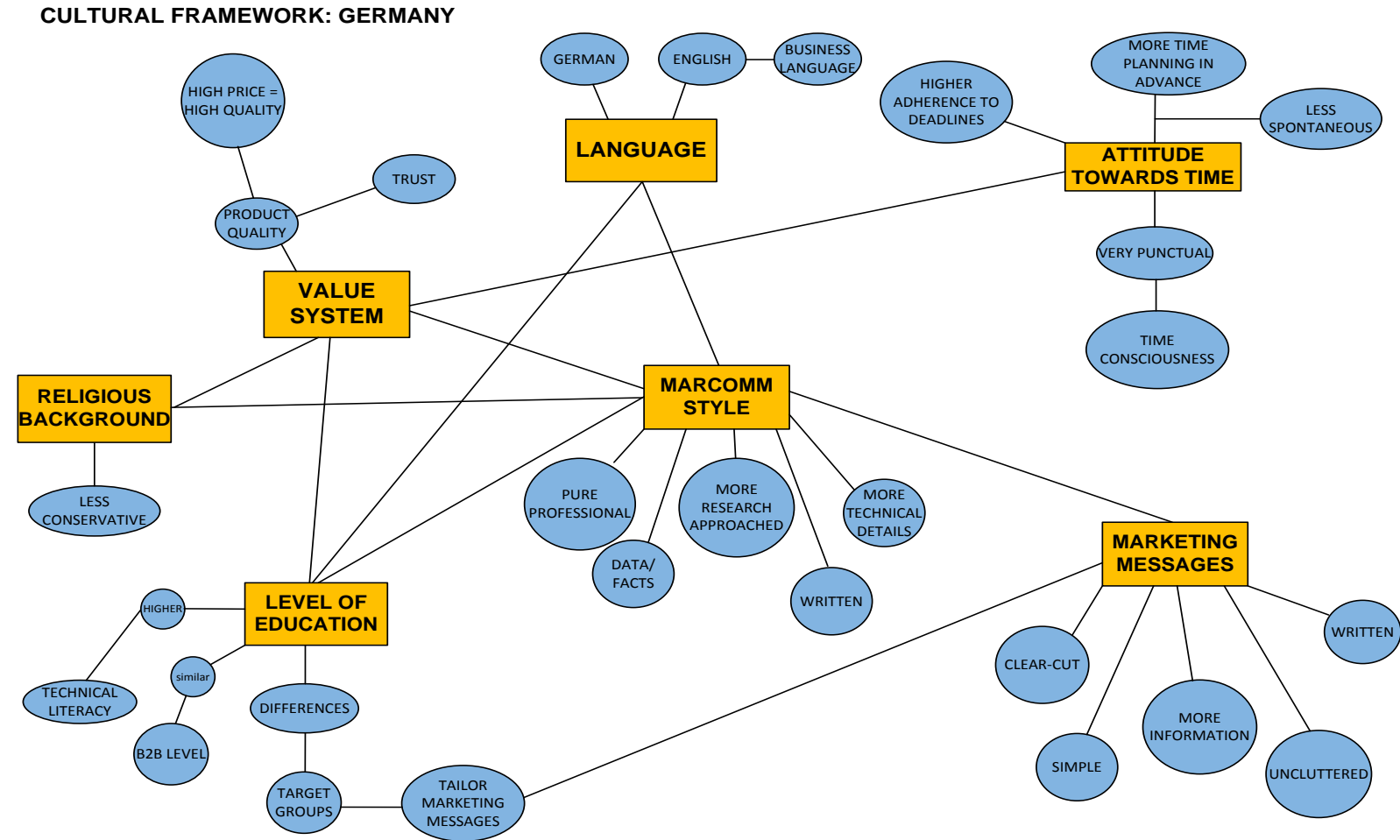
Marketing messages themselves are key cultural factors that companies have to be aware of when communicating in South Africa. German companies should focus on more humorous marketing messages than they would do in Germany. Less information and details, and straight to the point messages are preferred in South Africa.

A final cultural variable is the marketing communications style. Unlike Germany, the marketing style of South Africa is less of a research approach and more of a picture-driven and story-telling approach. German companies have to take those styles into consideration when developing a marketing campaign for South Africa.

5.4.2 Cultural framework – Germany

Figure 5.2 shows the cultural framework for Germany which is a summary of the cultural factors/variables that South African companies should take into consideration if they want to do business with Germany.

Figure 5.2: Cultural framework: Germany



The official language in Germany is German. Therefore, if a South African marketing manager can speak German, it will be a big advantage. However, it has to be said that it is not essential that South African business partners can speak German. As mentioned in the previous section, English is accepted worldwide as the official business language.

The German value system, as another cultural factor, is about quality. With high-quality products, the trust of German business partners can be earned. If business partners trust the quality of the product, they are willing to pay a higher price for it.

Attitude towards time is another cultural factor that is important. For South African businesses, it is important to know that Germans, in general, are very punctual and time conscious. Everything, especially in business, works according to a time schedule. Germans fit the characteristics of a monochronic time use, as stated by Hall and Hall (1990: 13), where time is seen in a linear way and the schedule may take priority above all else. German business partners are less spontaneous and like to plan events in advance. The adherence to deadlines is very important in Germany, and South African business partners should try their best to avoid delays if they want to maintain a good relationship with their German business partners.

Religious background does not play a big role in Germany. In terms of religion in marketing messages, Germany is seen as less conservative than South Africa. However, a company should always be aware of religion in marketing messages and rather remain neutral so as not to offend anyone.

People's level of education plays a big role in the perception of marketing messages. The overall level of education in Germany is higher than in South

Africa. Nevertheless, a company has to tailor its marketing messages, depending also on the German target group.

The most important cultural variables for South African companies are marketing messages and the marketing communication style. South African firms have to know that Germans prefer simple, uncluttered and clear-cut marketing messages, but they must contain much more information, data, facts and technical details about a product than South Africans expect. It is seen as a more research-oriented style and some describe it as more professional. German culture complies with the requirements of a low-context culture, as described in the literature by several authors (Hall and Hall, 1990: 7; Bouncken, 2004: 244; de Mooij, 2005: 56; Samovar et al., 2007: 160).

The two cultural frameworks for South Africa and Germany provide a good overview of the seven identified cultural factors/variables that have to be taken into consideration when it comes to marketing communication between these two countries.

5.5 Limitations of the study

The target population of this study was all German and South African businesses in South Africa. The sampling frame for this study was based on the Membership Directory 2010/2011 of the Southern African – German Chamber of Commerce and Industry with contact details of 500 companies located in South Africa dealing with German business partners. The sampling technique used was a step-wise non-probability sampling. These steps in choosing the sample lead to results that are not generalisable to the whole target population. Therefore, care should be taken when trying to apply these findings to companies other than those in the sample.

5.6 Recommendations for further research

The research study was based on a relatively small sample compared to the whole population. Researchers who want to do further research in this topic should try to get more generalisable results by using a bigger sample.

The research methodology was a mixed method approach, using a quantitative survey and a few qualitative interviews. Further research should be done qualitatively by interviewing a bigger sample of experts in the field to get a deeper insight into the topic.

The majority of the respondents were in the age group of 31 to 40 years and the sample consisted of marketing staff of mostly management positions. Therefore, it would be interesting to investigate how marketing staff of high management, middle management and low management positions see the influence of culture on their marketing communications and if they would highlight different critical factors/variables. Such research could also focus on different age groups in order to identify the perceptions of different age groups as to what cultural factors are critical for marketing communications.

This study was undertaken in South Africa, and as a delimitation, only companies in South Africa were asked to participate in this research. It would be very interesting to find out if a similar study would produce the same results in Germany with German companies.

Furthermore, the research focused only on two countries – Germany and South Africa. Further research should be done between other countries on the African continent and Germany, and other European countries and South Africa.

5.7 Chapter summary

Chapter five presented the conclusions and recommendations of this research project.

Firstly, conclusions about the research objectives were drawn from the findings of the analysed data of chapter four. Thereafter, the conclusions about the research problem were presented.

Two cultural frameworks (one for South Africa and one for Germany) to support marketing communications between South African and German businesses have been developed. Recommendations for practice were given on the basis of these two cultural frameworks.

The limitations of the study were presented and the dissertation ends with the recommendations for further research.

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APPENDICES

Appendix A: Letter of information and consent

Title of the study:

The influence of culture on marketing communications between South African and German businesses

Dear respondent

You are invited to participate in my academic research study. My name is Marcel Schnalke. I am a German Masters student from the Department of Marketing, Retail & Public Relations at the Durban University of Technology.

The purpose of this study is to investigate the influence of national cultures on marketing communications between German companies in South Africa and their South African business partners.

This study involves an anonymous online survey. Your name will not appear on the questionnaire and the individual answers you give will be treated as strictly confidential. You cannot be identified in person based on the answers you give. All information provided through the survey will be used for academic purposes only and may be published in an academic journal.

Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 10 minutes of your time. Please feel free to contact me, if you have any questions or comments regarding the study. If you want a summary of the findings of my study, please indicate your e-mail address at the end of the questionnaire.

By completing the questionnaire, you will indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

Please don't forget to click on "submit" at the end when you have filled in the questionnaire.

Thank you for your kind assistance.

Yours faithfully,

Marcel Schnalke

Contact telephone number: +27 (0) 76 19 80 663

E-mail address: schnalke.marcel@gmail.com

Appendix B: Main study – quantitative part – questionnaire

QUESTIONNAIRE
THE INFLUENCE OF NATIONAL CULTURE ON
MARKETING COMMUNICATIONS

General marketing communication methods:

1. What communication methods are normally used in your company?

Multiple answers possible

Classical Advertising (Print, Radio, TV, Cinema, Outdoor Advertising)	
Sales promotion (Communication at Point of Sale)	
Personal selling (face-to-face verbal communication)	
Direct marketing (telemarketing, direct mail)	
Public relations (indirect communication)	
Trade Fairs/ Exhibitions	
Sponsoring	
Internet Communication/ New Media (Social Networks, Skype, Wikis, Blogs, etc.)	
Other:	

2. How important do you rate the following objectives of your company communications? Multiple answers possible

Communication method	very unimportant	unimportant	neutral	important	very important
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Brand/ Product Image					
Employee recruitment					
Increased awareness					

Company image					
Increased Turnover/ Profit					
Customer acquisition					
Customer loyalty					

3. How important do you rate the following marketing communication methods?

Communication method	very unimportant	unimportant	neutral	important	very important
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Classical Advertising					
Sales promotion					
Personal selling					
Direct marketing					
Public relations					
Trade fairs/ Exhibitions					
Sponsoring					
Internet Communication/ New Media					

4. Which objectives would be the primary reason for your marketing communications? Please choose one answer.

Brand/ Product Image	
Employee recruitment	
Increased awareness	
Company image	
Increased Turnover/ Profit	
Customer acquisition	
Customer loyalty	
Other:	

5. What target groups are the most important for your marketing communications? Multiple answers possible

Customers	
Dealers	
Suppliers	
Employees	
Investors	
Public	
Other:	

**6. Please think about your communication with your business partners.
What are the main reasons for you to promote them?
Multiple answers possible**

Creating awareness	
Providing information	
Influencing attitudes	
Reminding buyers/ suppliers of company and product existence	
Other:	

General cultural aspects of marketing communications:

**How strongly do you agree or disagree with the following general statements?
Please choose one answer for each statement**

	Statement	I strongly disagree	disagree	neutral	agree	I strongly agree
7.	Culture has a clear and noticeable influence on international marketing communications.					

8.	You have to understand people's value system to develop a successful marketing communications strategy.					
9.	You have to be aware of people's religious background to develop a successful marketing communications strategy.					
10.	People's level of education plays an important role for the perception of specific marketing messages.					
11.	Different cultures have different marketing communication styles.					

Language, symbols and culture: verbal and non-verbal communication

12. Which language do you speak? Multiple answers possible

German	
English	
Afrikaans	
IsiNdebele (Ndebele)	
IsiXhosa (Xhosa)	
IsiZulu (Zulu)	
Northern Sotho (Sepedi)	
Southern Sotho (Sesotho)	

Setswana (Tswana)	
SiSwati (Swati)	
Tshivenda (Venda)	
Xitsonga (Tsonga)	
Other	

How strongly do you agree or disagree with the following statements?

Please choose one answer for each statement

	Statement	I strongly disagree	disagree	neutral	agree	I strongly agree
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13.	It is necessary that you can communicate with your (German) business partners in their mother tongue.					
14.	It is a mark of respect to people to learn their language if you're doing business with them.					
15.	German business partners prefer clear-cut marketing messages.					
16.	German business partners prefer written marketing messages.					
17.	German business partners prefer simple and uncluttered marketing messages.					

Cultural values and belief systems: Attitudes towards time

How strongly do you agree or disagree with the following statements regarding economic time, time submissiveness and tenacity?

Please choose one answer for each statement

	Statement	I strongly disagree	disagree	neutral	agree	I strongly agree
18.	I plan my daily activities so I know just when to do each thing.					
19.	German business partners always work on a strict time schedule.					
20.	I am almost never late for work or appointments.					
21.	I would rather come early and wait than be late for an appointment.					
22.	German business partners are almost always punctual for business meetings.					
23..	Once I have started an activity, I persist at it until I've completed it.					
24.	German business partners always keep deadlines.					

Company Structural Data:

25. In which sector does your company operate? (Please tick the relevant box)

Service industry	Manufacture of consumer goods	Manufacture of capital goods	Retail	Other:

26. What was the sales turnover in Rand of your company last year? (Please tick the relevant box)

Under 5 million	Between 5 and 50 million	Between 51 and 100 million	Between 101 and 250 million	More than 250 million

Personal Information:

27. Gender? (Please tick the relevant box)

Male	Female

28. To which age group do you belong? (Please tick the relevant box)

18 – 30	31 – 40	41 – 50	> 50

29. What is your field of specialisation? (Please tick the relevant box)

Marketing and Sales	Controlling/ Administration	Finance	Human Resources	
Logistics	Production	Research and Development	IT	Other:

30. If you want a summary of the findings of my study, please indicate your e-mail address below:

Appendix C: Main study – qualitative part – interview guide

Interview question 1 (Q4):

According to the findings of the survey the primary objectives of companies' marketing communications are: Brand/ Product Image; Increased turnover/ profit; Customer acquisition; Increased awareness and company image.

Customer loyalty was chosen by only 3%.

Do you have any reasons, why customer loyalty, that means in fact customer relationships, are not seen as important for marketing communications as the other objectives?

- If customer loyalty/ customer relationships should be the primary objective, depend on: What is your product? What is your target market? In which sector does the company operate?
- Service industry (consulting, reinsurance): Image and awareness are more important than customer loyalty for the marketing communications.
- Other industries like manufacturer of capital goods and consumer goods: Customer loyalty is actually the most important objective (see question 2 in the survey) and should be therefore be the primary objective for the company's marcomm as well.
- Customer is king
- Many companies make a mistake in not focusing on customer loyalty → It is cheaper and more effective to retain a customer than attract a new one, but most companies rather focus on customer acquisition than on customer loyalty → common mistake in business

Interview question 2 (Q5):

92% of the participants of the survey named the target group "customers" as their most important target group for their marketing communications. Only every 4th named "dealers" or "suppliers" as an important target group.

Where are the differences in marketing communications between the target groups "customers" and "dealers"/ "suppliers"?

Why are "dealers"/ "suppliers" obviously less important for your marketing communications?

- Depending on the sector of business operations, there might be no dealers or suppliers (service industry, e.g. consulting)
- Head office/ mother company in Germany could be the main supplier, then there is no need for marketing communication
- **Suppliers** should do the marketing to the company, because they want your money and sell their product to you
- **Dealers and Suppliers** are important in general, essential to keep a good relationship; but they are less important in terms of marketing communication
- **Dealers:** Provide marketing materials to the dealers to help them selling your products to the end-customers/ give them the tools to push your product
- **Main target group for marketing communication is the (end-) customer! The customer is the one, who buys the product and therefore who generates the turnover/ profit**

Interview question 3 (Q7):

The findings of the survey show that about 81% agree or even strongly agree with the statement: Culture has a clear and noticeable influence on international marketing communications.

What are the main cultural factors that influence international marketing communications between South Africa and Germany?

What are the critical cultural factors that influence your company's marketing communications?

**Please give some examples of those factors influencing your business.
In which way influence these aspects your marketing communications?**

- German culture is more precise, particular and exacting → result is that they are slower in a decision making process → need to long to give feedback – often too late for deadlines of publications, for example
- Germans are careful in releasing publications, Germans are more careful and think twice before making a decision → slows down decision making process
- Mother company German: corporate design standard → SA subsidiary has to stick to it.
- German marketing messages are very technical, detailed (data, facts), clear-cut and exact
- German approach: give details, try to explain why the product is better
- German marketing messages rely on their quality standard "made in GER", the product has to sell itself
- **South Africa: German marketing messages are too high-level and too detailed for the SA customer to understand**
- **German marketing messages based on German traditions don't work in South Africa** (for example, German promotion during Christmas time, German approach very festive, SA is not very festive)

Interview question 4:

What are your main marketing communication problems?

What do you do to avoid these communication problems?

- **Problems:**
- Diverse cultures that you have to communicate with
- Because of diverse cultures you have to adapt your marketing messages
- Customers don't want to be told that they have a problem (service industry, consulting!)
- Business people have no time to read publications/ newsletters → can't get your message across
- Distributors do not promote the product
- **Solutions:**
- Look for alternative communications channels: new approaches online (website), social media (twitter, youtube, facebook) → more effective communication possible
- Keep marketing messages short and simple
- Get information about diverse cultures through agents who know the culture (South Africa/ Africa)
- Work together with marketing agencies (experts) who know the market (South Africa/ Africa)
- Advertising directly to the end-user → make the end-user aware of the product → distributor has to offer the product because there is demand from the end-user

Interview question 5 (Q8):

In total, 91% of the participants of the survey agree/ strongly agree that you have to understand people's value system to develop a successful marketing communications strategy.

How does the South African value system influence the marketing communications with German business partners?

What are the differences?

Are there any characteristics in the South African value system that have a great influence on marcomm? Please explain.

- Trust is a characteristic that plays an important role in South Africa's value system. Marketing communications should be used to build trust with your business partners → Word of mouth is very big in South Africa → create trust in your product → people will tell other → positive effect of WoM
- The price of a product is very important in SA, people buy rather the cheaper product → use marcomm to

<p>convince customers to buy the good quality product, although it is more expensive</p> <ul style="list-style-type: none"> • German values are more for quality and good value of the product • BUT in general, international companies (especially German companies) have the advantage, that South Africans think positive about products from overseas, international/ German products stand for high quality → German subsidiaries in SA have the same advantage
<p><u>Interview question 6 (Q9):</u></p> <p>You have to be aware of people's religious background to develop a successful marketing communications strategy.</p> <p>Does the religious background play an important role to develop a marketing communications strategy?</p> <p>Yes? How does it affect business relationships?</p> <p>No? Why does it not matter when it comes to business relationships?</p>
<ul style="list-style-type: none"> • The religious background is important → different religious backgrounds influence the perceptions of marketing messages • Within SA with high cultural diversity → there the religious background should be taken into account to avoid offense (for example, for Indian population religion is more important, for black population less important) • SA consumer is more conservative • SA – marketing messages are more neutral (stick to the features of the product), don't offend anybody → be aware of the high cultural/ religious diversity • For marketing communications with German business partners, religion is not very important.
<p><u>Interview question 7 (Q10):</u></p> <p>A majority of 89% (strongly) agrees that people's level of education plays an important role for the perception of specific marketing messages.</p> <p>Are there big differences between South Africa and Germany?</p> <p>What are the main differences in marketing messages for South Africa compared to Germany?</p>
<ul style="list-style-type: none"> • There are big differences in the educational level between South Africa and Germany → in Germany the educational level is higher compared to South Africa • Depending on the target group of your business: on a business to business basis the educational level plays not a big role, because the level of education in the specific sectors of business are comparable • BUT, especially technical literacy is in SA often lower than in Germany (as well in mgt positions) • In the main population there is a problem of high illiteracy • As a result (all participants gave more or less the same answer!): You have to adapt/ tailor your marketing message to the level of education of your target market • In fact, marketing communication with German business partners (B2B) in the specific fields of business operations are not a problem, but if you market your product to the public, there are big differences in the educational level between SA and GER and you have to adapt your marketing messages
<p><u>Interview question 8 (Q11):</u></p> <p>The findings show that 83% of the participants (strongly) agree with the statement that different cultures have different marketing communication styles.</p> <p>What different communication styles do you think of? Please give some examples.</p> <p>More specific: What are the differences between South African and German marketing communication styles?</p>

Please give some examples.
<ul style="list-style-type: none"> • South African marketing communications style: • cultural marketing communication – rainbow nation – a lot of influences from diverse cultures • style is more casual and less research approach • more word of mouth • non-written, storytelling and more picture driven marketing approach • SA marketing messages are short and simple, straight to the point • Humour is used a lot in SA advertising • German marketing communications style: • Uses less humour in advertising • German marketing messages are more detailed and contain more information about the product • Marketing messages are based on facts, data, technical details (especially producing industries) → marketing messages are “pure” professional
<p><u>Interview question 9 (Q13 + Q14):</u></p> <p>39% respondents think, that it is NOT necessary that you can communicate with your German business partners in their mother tongue. Although people think it is not necessary that you can communicate with business partners in their mother tongue, 52% think it is a mark of respect to people to learn their language if you are doing business with them.</p> <p>In your opinion, why isn't it necessary to learn the mother tongue of your business partner? Please explain.</p> <p>Would it improve business relationships if you were able to speak the language of your business partner?</p> <ul style="list-style-type: none"> • It is not necessary/ not essential that you can speak the mother tongue of your German business partner • German business people don't expect business partners to speak German • German business people speak in general good English • English is accepted as “official business language” • Germany has a good education system, English is the “second language” learned at school • German business partners like to speak English to improve their language skills • But it is seen as a mark of respect, if you can speak German to your German business partners (or in general, speak the mother tongue of your business partner) • It improves the business relationship definitely, business partners appreciate it, when you can reply in their mother tongue, even if they don't expect it
<p><u>Interview question 10 (Q15 + Q16 + Q17):</u></p> <p>The results of the survey summarize that German business partners prefer clear-cut, simple and uncluttered, written marketing messages.</p> <p>Where is the difference between South Africa and Germany?</p> <p>What do South African business partners prefer when it comes to the style of a marketing message?</p> <ul style="list-style-type: none"> • Differences → see question 8 (different marketing communication styles) • Preferences of South Africans: • Casual style, straight to the point, no fancy language, simple (“keep it simple”), short, without too many technical details, clear-cut, uncluttered, less information (just the key factors)

Interview question 11 (Q 18 – 24):

Are there recognisable differences in attitude towards time between South Africa and Germany, when it comes to business? If yes, what differences do exist?

How does it affect your business relationships with German business partners?

Do you have the same attitude towards time in your leisure time like at work?

- Germans plan more in advance → South Africans are more spontaneous and more relaxed in planning events etc. → put pressure on both sides and can lead to frustration on both sides → for SA because they are not used to it; for Germans because they have to follow up a lot and have to wait for responses
- Germans are in general very punctual and are more time conscious
- Adherence to deadlines in SA is weaker than in Germany
- Big differences in SA within the different cultures!
- → white culture → more European approach of time consciousness
- → black culture → less time conscious → “African time”
- → being on time is less important in the black culture
- → it affects particularly South African businesses, because of a high mix of cultures in SA businesses, different attitudes towards time within those cultures influence business relationships
- Also regional differences → Johannesburg is fast moving; coastal regions like Durban and CT are more relaxed
- BUT: The business relationships with German business partners are not really negatively influenced, because Germans are aware of the different attitude towards time and South Africans try to adapt to German standards, when doing business with them
- In German subsidiaries it is less a problem because the corporate German business culture has influence on the attitude towards time

Appendix D: Results: Chi square test

	In which sector does your company operate?	What was the sales turnover in Rand of your company last year?	Gender	To which age group do you belong?	What is your field of specialisation?
Objectives of marketing communications					
Brand/ Product Image	0.165	0.183	0.684	.025*	0.110
Employee recruitment	0.761	0.527	0.050	.019*	0.866
Increased awareness	0.277	0.192	.016*	0.716	0.245
Company Image	0.153	0.705	0.670	0.090	0.388
Increased turnover/ profit	0.095	0.366	.034*	0.497	0.371
Customer acquisition	0.527	0.148	.036*	0.112	0.833
Customer loyalty	0.112	0.591	.003*	.020*	0.935
Use of marketing communication methods					
Classical Advertising	0.320	0.856	0.605	0.647	0.108
Sales Promotion	0.685	0.563	0.695	0.461	0.251
Personal Selling	0.819	0.198	0.368	0.409	0.210
Direct Marketing	0.230	0.156	.012*	0.727	0.633
Public Relations	0.626	0.465	0.429	0.912	0.924
Trade Fairs/ Exhibitions	0.902	0.252	0.245	0.654	0.876
Sponsoring	0.282	0.347	0.605	0.203	0.308
Internet Communication/ New Media	0.466	0.171	0.316	.005*	0.102

	In which sector does your company operate?	What was the sales turnover in Rand of your company last year?	Gender	To which age group do you belong?	What is your field of specialisation?
General cultural aspects of marketing communications					
Which objectives would be the primary reason for your marketing communications?	0.519	0.062	0.700	0.276	0.396
Culture has a clear and noticeable influence on international marketing communications.	0.541	0.526	0.676	0.658	0.189
You have to understand people's value system to develop a successful marketing communications strategy.	0.327	0.193	0.520	0.401	0.828
You have to be aware of people's religious background to develop a successful marketing communications strategy.	0.783	0.084	0.274	0.530	0.311
People's level of education plays an important role for the perception of specific marketing messages.	0.558	0.368	0.620	0.160	0.973
Different cultures have different marketing communication styles.	.023*	0.697	0.486	0.397	0.113

	In which sector does your company operate?	What was the sales turnover in Rand of your company last year?	Gender	To which age group do you belong?	What is your field of specialisation?
Language, symbols and culture					
It is necessary that you can communicate with your (German) business partners in their mother tongue.	0.600	0.659	0.222	0.917	0.423
It is a mark of respect to people to learn their language if you're doing business with them.	0.191	0.221	0.104	0.291	0.785
German business partners prefer clear-cut marketing messages.	0.612	0.424	0.799	0.397	.002*
German business partners prefer written marketing messages.	0.280	0.172	0.649	0.755	0.923
German business partners prefer simple and uncluttered marketing messages.	0.523	0.353	0.677	0.527	0.760

	In which sector does your company operate?	What was the sales turnover in Rand of your company last year?	Gender	To which age group do you belong?	What is your field of specialisation?
Cultural values and belief systems					
I plan my daily activities so I know just when to do each thing.	0.254	0.437	0.347	0.895	0.521
German business partners always work on a strict time schedule.	0.125	0.606	0.572	0.150	.000*
I am almost never late for work appointments.	0.112	0.884	0.488	0.114	0.135
I would rather come early and wait than be late for an appointment.	0.330	0.785	.025*	0.764	0.807
German business partners are almost always punctual for business meetings	0.619	0.876	0.069	0.090	0.472
Once I've started an activity, I persist at it until I've completed it.	0.490	0.418	0.780	0.879	0.491
German business partners always keep deadlines.	0.839	0.778	0.984	0.286	0.120

Appendix E: Cross Tabulations Section 4.3.1.3

Increased awareness * Gender Crosstabulation

			Gender	
			Male	Female
Increased awareness	Very unimportant	Count	1	0
		% within Increased awareness	100.0%	.0%
		% within Gender	3.2%	.0%
		% of Total	1.4%	.0%
	Unimportant	Count	1	0
		% within Increased awareness	100.0%	.0%
		% within Gender	3.2%	.0%
		% of Total	1.4%	.0%
	Neutral	Count	3	2
		% within Increased awareness	60.0%	40.0%
		% within Gender	9.7%	5.1%
		% of Total	4.3%	2.9%
	Important	Count	17	10
		% within Increased awareness	63.0%	37.0%
		% within Gender	54.8%	25.6%
		% of Total	24.3%	14.3%
	Very Important	Count	9	27
		% within Increased awareness	25.0%	75.0%
		% within Gender	29.0%	69.2%
		% of Total	12.9%	38.6%
Total	Count		31	39
	% within Increased awareness		44.3%	55.7%
	% within Gender		100.0%	100.0%
	% of Total		44.3%	55.7%

Increased turnover/ profit * Gender Crosstabulation

			Gender	
			Male	Female
Increased turnover/ profit	Very unimportant	Count	2	1
		% within Increased turnover/ profit	66.7%	33.3%
		% within Gender	6.5%	2.6%
		% of Total	2.9%	1.4%
	Unimportant	Count	2	0
		% within Increased turnover/ profit	100.0%	.0%
		% within Gender	6.5%	.0%
		% of Total	2.9%	.0%
	Neutral	Count	8	2
		% within Increased turnover/ profit	80.0%	20.0%
		% within Gender	25.8%	5.1%
		% of Total	11.4%	2.9%
	Important	Count	6	11
		% within Increased turnover/ profit	35.3%	64.7%
		% within Gender	19.4%	28.2%
		% of Total	8.6%	15.7%
	Very Important	Count	13	25
		% within Increased turnover/ profit	34.2%	65.8%
		% within Gender	41.9%	64.1%
		% of Total	18.6%	35.7%
Total	Count		31	39
	% within Increased turnover/ profit		44.3%	55.7%
	% within Gender		100.0%	100.0%
	% of Total		44.3%	55.7%

Customer acquisition * Gender Crosstabulation

			Gender	
			Male	Female
Customer acquisition	Very unimportant	Count	2	0
		% within Customer acquisition	100.0%	.0%
		% within Gender	6.5%	.0%
		% of Total	2.9%	.0%
	Unimportant	Count	1	0
		% within Customer acquisition	100.0%	.0%
		% within Gender	3.2%	.0%
		% of Total	1.4%	.0%
	Neutral	Count	7	2
		% within Customer acquisition	77.8%	22.2%
		% within Gender	22.6%	5.1%
		% of Total	10.0%	2.9%
	Important	Count	7	8
		% within Customer acquisition	46.7%	53.3%
		% within Gender	22.6%	20.5%
		% of Total	10.0%	11.4%
	Very Important	Count	14	29
		% within Customer acquisition	32.6%	67.4%
		% within Gender	45.2%	74.4%
		% of Total	20.0%	41.4%
	Total		31	39
			44.3%	55.7%
			100.0%	100.0%
			44.3%	55.7%

Customer loyalty * Gender Crosstabulation

			Gender		Total
			Male	Female	
Customer loyalty	Very unimportant	Count	2	0	2
		% within Customer loyalty	100.0%	.0%	100.0%
		% within Gender	6.5%	.0%	2.9%
		% of Total	2.9%	.0%	2.9%
	Neutral	Count	3	0	3
		% within Customer loyalty	100.0%	.0%	100.0%
		% within Gender	9.7%	.0%	4.3%
		% of Total	4.3%	.0%	4.3%
	Important	Count	9	3	12
		% within Customer loyalty	75.0%	25.0%	100.0%
		% within Gender	29.0%	7.7%	17.1%
		% of Total	12.9%	4.3%	17.1%
	Very Important	Count	17	36	53
		% within Customer loyalty	32.1%	67.9%	100.0%
		% within Gender	54.8%	92.3%	75.7%
		% of Total	24.3%	51.4%	75.7%
	Total		31	39	70
			44.3%	55.7%	100.0%
			100.0%	100.0%	100.0%
			44.3%	55.7%	100.0%

Brand/ Product Image * To which age group do you belong? Crosstabulation

			To which age group do you belong?				Total
			18 – 30	31 – 40	41 – 50	> 50	
Brand/ Product Image	Very unimportant	Count	0	1	0	2	3
		% within Brand/ Product Image	.0%	33.3%	.0%	66.7%	100.0%
		% within To which age group do you belong?	.0%	3.6%	.0%	14.3%	4.3%
		% of Total	.0%	1.4%	.0%	2.9%	4.3%
	Important	Count	1	1	5	1	8
		% within Brand/ Product Image	12.5%	12.5%	62.5%	12.5%	100.0%
		% within To which age group do you belong?	7.7%	3.6%	35.7%	7.1%	11.6%
		% of Total	1.4%	1.4%	7.2%	1.4%	11.6%
	Very Important	Count	12	26	9	11	58
		% within Brand/ Product Image	20.7%	44.8%	15.5%	19.0%	100.0%
		% within To which age group do you belong?	92.3%	92.9%	64.3%	78.6%	84.1%
		% of Total	17.4%	37.7%	13.0%	15.9%	84.1%
Total	Count		13	28	14	14	69
	% within Brand/ Product Image		18.8%	40.6%	20.3%	20.3%	100.0%
	% within To which age group do you belong?		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		18.8%	40.6%	20.3%	20.3%	100.0%

Customer loyalty * To which age group do you belong? Crosstabulation

			To which age group do you belong?				Total
			18 – 30	31 – 40	41 – 50	> 50	
Customer loyalty	Very unimportant	Count	0	0	0	2	2
		% within Customer loyalty	.0%	.0%	.0%	100.0%	100.0%
		% within To which age group do you belong?	.0%	.0%	.0%	14.3%	2.9%
		% of Total	.0%	.0%	.0%	2.9%	2.9%
	Neutral	Count	0	0	1	2	3
		% within Customer loyalty	.0%	.0%	33.3%	66.7%	100.0%
		% within To which age group do you belong?	.0%	.0%	7.1%	14.3%	4.3%
		% of Total	.0%	.0%	1.4%	2.9%	4.3%
	Important	Count	0	6	2	4	12
		% within Customer loyalty	.0%	50.0%	16.7%	33.3%	100.0%
		% within To which age group do you belong?	.0%	21.4%	14.3%	28.6%	17.4%
		% of Total	.0%	8.7%	2.9%	5.8%	17.4%
	Very Important	Count	13	22	11	6	52
		% within Customer loyalty	25.0%	42.3%	21.2%	11.5%	100.0%
		% within To which age group do you belong?	100.0%	78.6%	78.6%	42.9%	75.4%
		% of Total	18.8%	31.9%	15.9%	8.7%	75.4%
Total	Count		13	28	14	14	69
	% within Customer loyalty		18.8%	40.6%	20.3%	20.3%	100.0%
	% within To which age group do you belong?		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		18.8%	40.6%	20.3%	20.3%	100.0%

Employee recruitment * To which age group do you belong? Crosstabulation

			To which age group do you belong?				Total
			18 – 30	31 – 40	41 – 50	> 50	
Employee recruitment	Very unimportant	Count	0	0	0	1	1
		% within Employee recruitment	.0%	.0%	.0%	100.0%	100.0%
		% within To which age group do you belong?	.0%	.0%	.0%	7.1%	1.5%
		% of Total	.0%	.0%	.0%	1.5%	1.5%
	Unimportant	Count	0	2	1	2	5
		% within Employee recruitment	.0%	40.0%	20.0%	40.0%	100.0%
		% within To which age group do you belong?	.0%	7.1%	7.1%	14.3%	7.4%
		% of Total	.0%	2.9%	1.5%	2.9%	7.4%
	Neutral	Count	0	6	6	3	15
		% within Employee recruitment	.0%	40.0%	40.0%	20.0%	100.0%
		% within To which age group do you belong?	.0%	21.4%	42.9%	21.4%	22.1%
		% of Total	.0%	8.8%	8.8%	4.4%	22.1%
	Important	Count	2	13	2	5	22
		% within Employee recruitment	9.1%	59.1%	9.1%	22.7%	100.0%
		% within To which age group do you belong?	16.7%	46.4%	14.3%	35.7%	32.4%
		% of Total	2.9%	19.1%	2.9%	7.4%	32.4%
	Very Important	Count	10	7	5	3	25
		% within Employee recruitment	40.0%	28.0%	20.0%	12.0%	100.0%
		% within To which age group do you belong?	83.3%	25.0%	35.7%	21.4%	36.8%
		% of Total	14.7%	10.3%	7.4%	4.4%	36.8%
Total	Count		12	28	14	14	68
	% within Employee recruitment		17.6%	41.2%	20.6%	20.6%	100.0%
	% within To which age group do you belong?		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		17.6%	41.2%	20.6%	20.6%	100.0%

Appendix F: Cross Tabulations Section 4.3.2.2

Direct marketing (telemarketing, direct mail) * Gender Crosstabulation

			Gender		Total
			Male	Female	
Direct marketing (telemarketing, direct mail) Yes	Count		6	14	20
	% within Direct marketing (telemarketing, direct mail)		30.0%	70.0%	100.0%
	% within Gender		100.0%	100.0%	100.0%
	% of Total		30.0%	70.0%	100.0%
Total	Count		6	14	20
	% within Direct marketing (telemarketing, direct mail)		30.0%	70.0%	100.0%
	% within Gender		100.0%	100.0%	100.0%
	% of Total		30.0%	70.0%	100.0%

Internet Communication/ New Media (Social Networks, Skype, Wikis, Blogs, etc.) * To which age group do you belong? Crosstabulation

			To which age group do you belong?		
			18 – 30	31 – 40	41 – 50
Internet Communication/ New Media (Social Networks, Skype, Wikis, Blogs, etc.) Yes	Count		6	13	5
	% within Internet Communication/ New Media (Social Networks, Skype, Wikis, Blogs, etc.)		20.0%	43.3%	16.7%
	% within To which age group do you belong?		100.0%	100.0%	100.0%
	% of Total		20.0%	43.3%	16.7%
Total	Count		6	13	5
	% within Internet Communication/ New Media (Social Networks, Skype, Wikis, Blogs, etc.)		20.0%	43.3%	16.7%
	% within To which age group do you belong?		100.0%	100.0%	100.0%
	% of Total		20.0%	43.3%	16.7%

Appendix G: Cross Tabulation Section 4.3.5.3

I would rather come early and wait than be late for an appointment. * Gender Crosstabulation

			Gender	
			Male	Female
I would rather come early and wait than be late for an appointment.	Neutral	Count	2	2
		% within I would rather come early and wait than be late for an appointment.	50.0%	50.0%
		% within Gender	6.7%	5.1%
		% of Total	2.9%	2.9%
	Agree	Count	4	17
		% within I would rather come early and wait than be late for an appointment.	19.0%	81.0%
		% within Gender	13.3%	43.6%
		% of Total	5.8%	24.6%
	Strongly agree	Count	24	20
		% within I would rather come early and wait than be late for an appointment.	54.5%	45.5%
		% within Gender	80.0%	51.3%
		% of Total	34.8%	29.0%
Total	Count	30	39	
	% within I would rather come early and wait than be late for an appointment.	43.5%	56.5%	
	% within Gender	100.0%	100.0%	
	% of Total	43.5%	56.5%	