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Pepsi across cultures: analysis and cross-cultural comparison of Pepsi websites

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Abstract

Nowadays we live in a world where technologies provide great opportunities for cross-cultural communication. That's why it's really important to be aware of cultural differences and its possible influence on the people's behavior.

This study describes and analyzes the influence of culture on web design and marketing strategies, with special focus on analysis and comparison of Pepsi's websites as an instrument of communication with the worldwide audience. The main purpose of the study is to try to throw light on the issues related to cultural adaptation of marketing strategies when doing business across cultural borders.

Combination of methods, such as literature study, qualitative and quantitative analysis of websites allows seeing correlations between characteristics of cultures and web design in different countries.

Results show that there are differences in web design among cultures, which can be explained by cultural traits and characteristics of the society, such aspects as presence of people, their age and genders, marketing campaigns in focus, symmetry in layout, represented information, usage of effects and link to historical information.

However, it also showed that there are many exceptions which cannot be really explained from cultural perspective. Company's choice concerning web design can be influenced by cultures but at the same time there are many different issues influencing on decision-making like marketing strategy and politics.

Keywords: culture, marketing, website, web design

1. Introduction	4
2. Purpose	6
3. Methodology.....	7
3.1. Literature study.....	7
3.2. Analysis of Pepsi websites	7
3.3. Limitations	8
4. Literature study	10
4.1. The Internet as a marketing tool.....	10
4.2. Pepsi Company.....	11
4.3. Culture, Marketing and the Internet.....	13
4.3.1. Geert Hofstede	14
4.3.2. Edward T. Hall.....	16
4.3.3. Current researches in the area of culture and web design.....	16
5. Results	20
5.1. General structure of Pepsi web sites	20
5.2. People: presence and number of people	20
5.2.1. People: Gender	22
5.2.2. People: Age	23
5.3. Marketing campaigns and competitions	25
5.4. Symmetry.....	26
5.5. Represented information	27
5.6. Effects.....	28
5.7. History	30
5.8. Comments on the exceptions.....	31
6. Discussion.....	32
7. Conclusions	36
8. Ideas for further research.....	37
9. References	38

1. Introduction

Nowadays we live in a world where processes of globalization flow deeply in our life. In the beginning it was mostly about business and financial fields, but now the world is one huge global network. People can easily travel from one part of the world to another. We have international market place. Internet is connecting continents and countries, growing cross-cultural contacts. Of course there is an influence of globalization on people's behavior and attitudes. There is a tendency to unification and accommodation. There is some kind of transformations and interrelation of cultures. At the same time, we become more and more aware of differences between cultures.

If a company wants to operate on the global market, it should be aware of possible differences in perception of potential clients and business partners that can influence on success of itself in general and purchasing of the product in particular. Can this awareness influence company's marketing strategy, and if yes, to what extent? The company decides by itself – for some organizations the decision of “to be the same everywhere” is the main strategy, e.g. IKEA.

Accommodating to customers is important with using marketing tools (especially PR and advertisement instruments). In other words, marketing tools are providers in communication between the company and their present or potential customers. An interesting issue is to analyze how companies adjust their communication to different target groups determined by cultures.

The Internet plays an essential role in marketing nowadays. The Internet provides companies with a lot of opportunities in terms of communication with customers. Different social networks, chats, forums, blogs and so on, give the ability to talk, listen, observe your customers and people at all. It is not uncommon with some advertisements on Facebook, Russian Vkontakte.ru, Swedish mötesplatsen.se, etc. The companies have also their own web-sites to send the messages; to show themselves in a way they want it to be; to construct communication. These great opportunities enclose risks at the same time, i.e. everything is extremely open to everyone; the speed of information spreading is incredibly fast; and people have a tendency to follow the opinions, which is not always objective.

One of these twofold issues concerning the Internet lies down on the intercultural field. On the one hand such trend as globalization makes things easier to understand. On the other hand – we should be always aware of cultural differences among countries and even within one culture. Sometimes companies don't have an office in one country. It's pretty much enough to operate just via a web site. Since web site is a “face” of the company, it should be easily

understandable and commonly accessible to the majority of visitors – potential customers. It's not a secret that marketers and designers have their own sense of culture. However different countries have their own specific communication traits, which are of course influencing on a perception of sending messages. That's why the question whether it is necessary to adapt or not to adapt web-sites to a host-country arises.

This study focuses on analysis and comparison of Pepsi's websites as an instrument of communication with the worldwide audience. As a theoretical framework for analysis are taken works of Hofstede and Hall. The paper will analyze possible cultural influences on Pepsi web design and representing of information in the respect of international business.

2. Purpose

The purpose of this work is to describe and analyze the influence of culture on web design and content of the web pages. The study focuses on one international company, PepsiCo, and one of the company's most popular products – Pepsi. On the basis on the analysis of PepsiCo experience, this study tries to throw light on the issues related to cultural adaptation of marketing strategies when doing business across cultural borders. More specifically, in this study the focus lies on the analysis of marketing via the Internet.

This thesis touches one side of possible cultural reflection in communication in a business sphere and marketing – web design. The research questions of this study are presented below:

1. What is a general structure of Pepsi websites?
2. Are there any elements that can categorize the websites?
3. Are there any differences and /or similarities between the web pages for Pepsi in different countries? If yes, which? How are these differences related to the cultures of these countries?
4. What conclusions can we draw based on the analysis in this study concerning the impact of culture on web design?

3. Methodology

A combination of a literature study with quantitative and qualitative analysis of websites is used in this study.

3.1.Literature study

The literature study presents a brief overview of research on culture and taxonomies of cultural patterns, current research on marketing as well as culture influences and web design. A short overview of research of Geert Hofstede and Edward T. Hall is provided as their research will partially be used in this work. Scientific databases such as ScienceDirect, Emerald, Gothenburg University database (GUNDA), and Goggle Scholar search have been used searching for articles related to web design and culture. Combination of the issues from different studies provides a reliable platform for the research and discussion.

A combination of quantitative and qualitative analysis is used to the analysis of Pepsi websites. Below, I provide an overview of the research procedure.

3.2.Analysis of Pepsi websites

Quantitative analysis is called on to present an objective statistical picture of the elements used on the websites. The Pepsi's websites (39 in total) are listed and grouped into six groups by a geographical belonging of the countries: North America, Latin America, Europe, Middle East, Africa and Asia Pacific (Appendix 1). Some countries have their one region website like www.pepsiarabia.com for Israel, Jordan Kuwait, Lebanon, Saudi Arabia, Syria, United Arab Emirates, Egypt and Nigeria. The countries which haven't got own Pepsi website are redirecting to the websites of other neighboring countries.

The websites are grouped according to the regions and countries and presented in tables together with Hofstede's indexes for each country. It's important to mention here that all calculations and observations are made on the main pages of websites. Using the literature analysis, the analysis of the features of the web pages was conducted to see if PepsiCo adapts their web pages to the cultures of its potential consumers. The following features of the websites have been analyzed:

1. presence of people on the websites and their demographics (gender and age), focus on product;
2. marketing campaigns;
3. symmetry;

4. represented information;
5. effects (animation, video and sound);
6. link to historical information.

Collecting these data provides the foundation for the further correlation analysis between websites elements (and their combinations) and cultural dimensions. Analysis of all elements are gathered in tables and sorted by value of indexes from Hofstede's study. For each dimension is found average value among all countries which is taken as a point for dividing countries from lowest values (marks with light shadow) to highest (marks with dark shadow) to see correlations and reflections of culture dimensions if any.

Qualitative analysis is used to illustrate the findings from the qualitative analysis and to make as complete picture as possible of cultural influences on Pepsi web design.

3.3.Limitations

All these methods, in spite of the fact that they cover a number of issues, cannot show the whole picture. These tools don't give the inside view on such problems as, for example, the ways how managers make decisions concerning web design and even marketing campaigns in different cultures. Marketing process is usually very closed and invisible to the public, no matter how open the company is. Unfortunately, in business sphere and particularly in marketing there is always a conflict between interests and institutional logics, for instance, some obvious decisions and steps in accordance to consumer point of view may not be taken into account. That's why it's important to have inside view on the topic. However, this study attempts to provide an outsider-view on Pepsi marketing, which can also be important for the company to be aware of.

The Internet space is very changeable as well as marketing campaigns and action. It might confuse results. That's why all websites were retrieved and observations were made between 4th and 10th of April 2011.

This study analyzes such effects as animation, video and sound. It's important to observe them because they stand out from other tools for web design and visualization information. However, though this paper provide some illustrations, it's impossible to support findings of the study with real life examples of these effects since representation of the results in this work limited by the paper standard.

Another limitation is that some of the examined elements are evaluated by the researcher. It brings some subjectivism in the study. It should also be taken into consideration

that the author is Russian, which might to some extent influence the analysis, findings and conclusions. However, a conscious attempt has been made to reduce subjectivity. The data analysis and the thesis were read by two other people, and their comments were taken into account.

4. Literature study

In this section of the study I'll provide an overview of the Internet usage as a marketing tool. Also the analysis of the Pepsi operation on the market with attention on its marketing will be presented here. The focus will be put on researches on the combination of culture and marketing fields.

4.1. The Internet as a marketing tool

Today customers see hundreds and hundreds products in the market. Some of products are so similar to each other that, for example, even an experienced housewife cannot distinguish one detergent from another. Generally they don't need to be different in consumer properties – sensible or visible; customers mostly make their choice according to set of other factors influencing on them apart from actual products for example a close friend's recommendation, a habit, curiosity, etc. The fight for people's minds nowadays lies in marketing. Products must stand out from the crowd of other brands. To succeed, a company must have a competitive marketing strategy and a well-developed set of marketing tools. That marketing mix consists of four elements: product, price, place and promotion. This study takes a look on the promotion that can be defined as “activities that communicate the product or service and its merits to target customers and persuade them to buy” (Kotler and Armsrong, 2001 p.98).

Companies have varieties of marketing tools. One of the most exciting, popular and rapidly growing marketplace today, where companies can implement them, is the Internet.

The Internet is the technology that makes a tremendous impact on our lives. It started to gain popularity around 1995 and now the Internet links people all over the world. The Internet audience continues growing every year in terms of audience and intensity. In December 2010, 255 million websites were registered, 21.4 million websites added in 2010 (Table 1). This shows how huge the Internet cover is and how big a potential audience it provides. The Internet is a truly global phenomenon (Kotler and Armsrong, 2001 p.23).

Table 1. The Internet audience in 2010 (Nacho Carnes, 2011).

	Internet users
Worldwide (June 2010)	1.97 billion (14% increase)
Asia	825.1 million
Europe	475.1 million
North America	266.2 million
Latin America / Caribbean	204.7 million
Africa	110.9 million
Middle East	63.2 million
Asia Pacific	21.3 million

Technologies are not standing still – the Internet becomes more and more mobile. It allows connections to information, entertainment and communication anytime and everywhere (Kotler and Armsrong, 2001 p.23), which gives incredible opportunities to business.

One of the most obvious advantages of using the Internet as a marketing tool is its global character and incredibly fast speed of information spreading all around the world. Here the issue is not only in direct sending of information by the company but also in the phenomenon of “virus” marketing and advertising (when people redirect information or links via social networks, mails, blogs, etc.). Another advantage is in effectiveness at targeting particular auditory and at the same time there is always an opportunity to catch some other people’s attention in the Internet. Of course it’s rather difficult but still with the considered approach campaigns in the Internet can build profitable customer long-term relationships (Kotler and Armsrong, 2001). An important issue is that the Internet provides good abilities to measure results, e.g. there are different techniques

Certainly the Internet conceals threats as well since it’s almost impossible to manage the crowd which the Internet audience sometimes could be seen as. Consumers trust is not easy to secure (Cook and Finlayson, 2005). That’s why it’s really important for companies pay attention to the seemingly small things, but which probably might lead to the dramatic problems on the Internet.

4.2.Pepsi Company

Pepsi is the company in focus of this study. Below, some background information concerning history and marketing strategies of this company is provided.

Starting from 1902, PepsiCo is the American global corporation. PepsiCo is working on the field of producing, marketing and distributing mainly snacks and beverages. The carbonated soft drink – Pepsi-Cola was invented in 1898 by pharmacist and industrialist Caleb Bradham. He was awarded an official patent on this product on June 16, 1903. In that year Bradham sold 7,968 gallons of syrup. The next year, the Pepsi-Cola was sold in six-ounce bottles, and sales increased to 19,848 gallons. This proves us that the new drink was really popular. In 1909 the Pepsi-Cola had the slogan “Delicious and Healthful” which was used during the next two decades (Wikipedia, 2011). By the end of 1910, the Pepsi-Cola had been represented (via franchise) in 24 states of the USA and selling more than 100,000 gallons of syrup per year.

In 1923, the Pepsi-Cola was bankrupt. During this bankruptcy campaign, the secret of the drink was disclosed, Caleb had to present to the federal court the recipe and confirm the validity

of this information under the oath. Like this the company deprived one of the main arms of competitive struggle with Coca-Cola.

After eight years, the Pepsi-Cola entered bankruptcy again. However during the 1930s it could organize good campaigns and became very popular among young Americans. An interesting fact that between 1922 and 1933 The Coca-Cola Company (the main competitor) was offered to purchase the Pepsi-Cola but all the times the opportunity was declined (Wikipedia, 2011).

Also the 1930s were significant for the Pepsi-Cola because an international expansion started – the trademark was registered in Latin America and the Soviet Union, sales began in Canada. During that times the Pepsi-Cola also made a step in advertising history – they created the first jingle “Nickel, Nickel” (Pepsi Legacy Book, 2005). After the II World War the Pepsi-Cola became the number 2 soft drink after Coca-Cola (Wikipedia, 2011).

The Pepsi-Cola always tries to reflect societal and cultural trends. For example, in 1960s Americans started to carry more about their weight and Pepsi had slogan “The Light Refreshment” and “Refreshing without Filling.” Or more Pepsi had become a culture – the Pepsi Generation. In 1959 they started a campaign “Sociable” which was specifically oriented on young people. Lately this idea was developing and developing, the concept of Pepsi Generation was a portrait of American life (Pepsi Legacy Book, 2005). American culture was spreading round the world with the Pepsi and its marketing campaigns.

“Join the Pepsi People, Feelin’ Free”...“You’ve Got a Lot to Live. Pepsi’s Got a Lot to Give”...“Have a Pepsi Day!”... “Catch that Pepsi Spirit!”...“Pepsi Now!” ... “The Joy of Pepsi”- campaigns that hold a mirror to the face of America and reflect the best of it. This is really what the Pepsi Generation set out to do in the first place. (Pepsi Legacy Book, 2005 p.10)

Since those times Pepsi has been developing the idea of Pepsi Generation – it celebrated their twentieth anniversary with the campaign “Pepsi. The Choice of a New Generation”, which was with participation of many stars and celebrities. In 1997 the World has seen the “GenerationNext”. This Generation theme shows connection between Pepsi during its long operating history and calls to emphasize the features, cultural traits of every generation of customers. Also the idea of lifestyle in advertisement and as marketing strategy is very powerful because it refers personally to customers, it build special attitude to the product, put values on the first plan (AdMe.ru, 2010). Pepsi aims to be multicultural. The company draws in local

specialists to carry marketing campaigns. A typical music ad usually has two translations. To tie Pepsi with local culture promotion of the beverage can be combined with for example tortilla snack in Latin America, but even here the promotion will be different for Latinos and Afro-Americans (Doole and Lowe, 2008).

The main Pepsi's competitor is Coca-Cola. There is a special term in media for their relationships – “the cola wars”. In this “wars” Pepsi has less strong positions than Coca-Cola, which is dominated within soft drinks global market, so that's why Pepsi has more aggressive marketing strategy, it's usually in role of persecutor. However this means Pepsi should be more creative and try to get as close to the customers as possible, try to find new and use all possible ways for communication.

Nowadays the PepsiCo is a huge corporation with the annual profit around 60 billion US Dollars, on the 50th place in Fortune 500 companies in 2010 (CNNMoney, 2010). Their philosophy is “Creating a better tomorrow for the future generations” (PepsiCo, 2011). Pepsi history shows that PepsiCo tries to follow social tendencies and even create some of them, e.g. Generation Pepsi. PepsiCo is represented in more than 200 countries around the world. This means that it should be also locally oriented within PepsiCo's general marketing strategy. At least PepsiCo need to translate it's advertisements on local languages but translation couldn't be without any transformations to the particular market because it's proven that cultures around the world are different, which of course reflects in their perception and understanding.

4.3.Culture, Marketing and the Internet

Internet is a tool for communication. Communication is “a transmission of content from a sender to a recipient using an expression and a medium in an environment with a purpose/function” (Allwood, 2002 p.7). So if we look on the communication in its widest sense is about everything. Culture is a collective programming of the mind (Hofstede, 2001 p.9), which you might question. This definition may arise some questions and discussions: culture is obviously not something that we have from the birth unchangeable. Many factors influence on it, especially nowadays in times of globalization. Children who grow in families with parents from different cultures – what kind of culture they carry? There are more possible questions but still people within one culture have distinguished traits and patterns of communication. The definition of Lustig and Koester gives very good characteristic and looks on the culture as “a learned set of shared interpretations about beliefs, values, norms and social practices, which affect the behaviors of a relatively large group of people” (Lustig and Koester, 1999 p.30). The

study follows this definition, because it helps to understand connection between culture and communication.

If we combine communication and cultural logics together it's obvious that they cover all human being but from different perspectives. Communication always happens in complex environmental and contextual settings where personal cultural background plays an essential role in production, perception and understanding of information. We can say that communication is impossible without cultural issues. Culture is communication (Hall & Hall, p.3).

Marketing is everywhere (Kotler and Armsrong, 2001). Marketing is completely penetrates into our live, e.g. some slogans became everyday expressions, we use the trademarks to name actual products. Companies communicate with their clients, customers and partners using marketing tools. In order to build good, trustful relationships companies need to understand consumers. That's why in marketing perspective communication and culture are very important concepts to study. In other words it can be said that these categories are connected and interrelated with each other.

The researches of Geert Hofstede and Hall have been used in a number of studies for analyzing marketing and consumer behavior.

4.3.1. Geert Hofstede

Geert Hofstede made a substantial though much questioned and criticized research on culture and cultural differences based on business employees of IBM Company. Hofstede identified five dimensions of national cultures, such as power distance, uncertainty avoidance, individualism vs. collectivism, masculinity vs. femininity and long-term vs. short-term orientation. For every explored country was calculated its own index for each dimension.

According to Hofstede, the dimensions reflect the basic problems which all societies face with but the ways how they cope with those difficulties are diverse that vary cultures. Hofstede believes that cultural differences cannot disappear from national traditions even of the facts of globalization and its influence. I can agree with it because cultures have been formed during many years while globalization is influencing on them only several years. However it doesn't mean that cultures aren't changing now. I believe they are changing (e.g. compare communication between children and their parents today and a century ago) but these contemporary changes will strike roots into cultures after many years of existence. We can speak about this only if we concenter cultures in broader sense, e.g. cultures by its geographical location, as this study does.

Power distance (measured by PDI index) which reflects human inequality within a society, in which degree (more or less) it exist. Power and inequality are basic principles of any society for building relationships and communications on different levels; they cause values about exercising power. High-power distance cultures tend to look on the power as a natural; inequality is allowed to be and grow within the society and express itself with status system. Low-power distance indicates the society de-emphasizes the differences between people's power and wealth, equality and opportunity for everyone is stressed.

The next dimension, uncertainty avoidance (UAI), is related to level of stress in the society in respect of how it faces of unknown future. Cultures differentiate in their managing with uncertainty and ambiguity, how they adapt to changes. Uncertainty avoiding cultures try to avoid or reduce the possibility of unstructured situations by rules, different rituals, having values about formality and punctuality. People in high uncertainty avoiding cultures tend to be more expressive and energetic in contrast with low uncertainty avoiding cultures that are more phlegmatic and contemplative.

Individualism versus Collectivism (IDV index) refers to how individuals integrated into groups, people's attitude to social groups they belong to. Also this dimension focuses on the degree the society reinforces individual or collective and achievements. Individualistic cultures value personal freedom, time and space. Collectivistic cultures rate family harmony, socio-economic interests over the individual.

Masculinity versus femininity (MAS) applies to division of roles between man and woman in the society. In masculine countries traditional distinction in gender roles are maintained whereas feminine cultures tend to overlap emotional roles. Due to orientation on the traditional male (assertiveness, competition, toughness, etc.) and female (tenderness, modesty, concern with both quality of life and material success, etc.) roles cultures acquire some features which influence on their perception of the life and purposes not only concerning division of gender roles.

Long-term versus short-term orientation dimension (LTO) is about the choice of people's focus: to the present or the future. This play an important role in Asian cultures which development was influenced by Confucian philosophy. So in compare with Western countries this dimension is really obvious in patterns of communication. Asian cultures are oriented to practice while Western cultures are more oriented to searching of truth.

Hofstede's approaches have been criticized and there are several objective reasons for that. First, researchers emphasized that the study was made internally on the IBM workers which means that it's not suitable for measuring cultural differences. Further the critique goes to the time when research being done and the results are obsolete, but Hofstede counters that his dimensions has centuries-age roots and it's impossible to delete their influence in short-term period (Hofstede, 2001). One more critical point is that nations are not the best elements for studying cultures. However nations are the most available units for comparison. Probably five dimensions are not enough for such big purposes but these dimensions were conceptually and statistically found from the huge database. In spite of the possible disadvantages of the Hofstede's work many academics and practitioners use his results and approaches as a relatively reliable foundation.

I am aware of the drawbacks of Hofstede's study. Thus, one of the reasons for me doing this study is to investigate whether Hofstede's dimensions can be useful for analysis of websites.

4.3.2. Edward T. Hall

Edward T. Hall in his work concerning the relationship between communication and culture took for the starting point the amount of information implied by the context of communication (Lustig and Koester, 1999). The main components that produce meaning – context and events, depend on culture in different proportions which lead to diversities in communication. Hall compared cultures on a scale from high to low context. In high-context cultures most of the meaning in a message implied implicitly by person or physical context, very little is provided in a message, much is taken for granted. Low-context cultures are just opposite: here explicitly coded messages use, very little is taken for granted, more explanation is needed. Hall also described other characteristics of the high-context and low-context cultures that, as I mention below, can be reflected in web design such as the use of covert or overt messages, the importance of in groups and outgroups, and orientation to time.

4.3.3. Current researches in the area of culture and web design

Observation about significance of web design in communication and perception of information between companies and their target audience discussed in an article by Carlos Flavian and his colleagues where though the wide literatures review they affirm that the web design plays an essential role in positive outcomes.

Marcus and Gould in their work in 2000 considered how Hofstede's dimensions of culture might affect user-interface design (Table 2). They compared websites of different

companies all round the world, took countries with different measures of Hofstede’s dimensions using qualitative analysis. They concluded that it’s necessary to “develop multiple versions of Websites in a cost effective manner” in respect of cultural influence (Marcus and Gould, 2000a).

Table 2. Implementation of Hofstede’s dimensions in web design (adapted from Marcus and Gould, 2000a).

Dimension	Characteristic feature of website
Power distance	<p>Structure of represented information.</p> <p>Mental models: tall or shallow hierarchy.</p> <p>Stress on a social order (e.g. religion, political system).</p> <p>Emphasis is made on leaders or customers, the existence of leader, experience on the website.</p>
Individualism vs. Collectivism	<p>Emphasis on personal achievements, youth, actions and change vs. age, history.</p> <p>Materialism success image vs. image of success via achievements of social-political programs.</p> <p>Rhetorical style: argumentative speech, extreme claims vs. slogans and discussions.</p> <p>Distinction is given to youth and active vs experience.</p> <p>Products present by individuals vs. by groups or no one.</p> <p>Attitude to change: stress on it vs. attention to history.</p>
Femininity vs. masculinity	<p>Dimness of gender roles in Low-MAS cultures.</p> <p>Attention through games, competitions, quick results in High-MAS cultures.</p> <p>Attention on cooperation and support, use of poetry and aesthetics in Low-MAS cultures.</p>
Uncertainty avoidance	<p>Simplicity for High-UA cultures (limited choices, easily predictable results, less amount of data, help systems).</p> <p>Complexity for Low-UA cultures (a lot of content, encouraging risk and wondering, focusing of the concept rather than on particular tasks, less cueing to links)</p>
Long-term vs. short-term orientation	<p>For High-LTO cultures - focus on practice and patience, emphasis on relationships to gain credibility.</p> <p>For Low-LTO cultures – immediate results, rules as credibility, importance of feedback.</p>

Elizabeth Wurtz in her study (2006) applied high-context and low-context cultures perspective to websites. As a main method of research she used cross-cultural analysis of McDonanld’s websites. Basis on the observations she made a summary what tendencies she found in websites of different-context cultures (Table 3).

Table 3. Implementation of Hall’s dimensions in web design (adapted from Wurtz, 2006).

High context cultures (HC)	Context is provided in general. Use different effects on web page – to emphasis human representation there. Use more images, nontextual media. Reflection of HC values as family, relationships. Aesthetic representation as a general idea of design.
Low context cultures (LC)	Use more text. Images more direct and refers to current information. Tend to present individuals. Compatibility in layouts, images and information. Website should be informative in a main function of it.

Jack Cook and Mike Finlayson’s work in 2005 claimed the importance of cross-cultural compatibility and the dig advantage that web design can take from Hofstede’s study. Dianne Cyr and colleagues in the article about differences in preference and impression of website design across cultures compared local and foreign websites of Samsung and conclude that there are differences, but they are not always as expected (2004).

There are number of studies which focus on the problem of international marketing – whether it is necessary to adapt strategies to local level. Demetris Vrontis in his study (2009) examined attitudes of multinational companies toward standardizations and adaptations. He used the consistence of marketing mix (people, product, price, place and promotion) as a starting point to observe reasons why they can be adapt or standardize in order to follow tactical behavior of the company. He found that it’s on tactical level it’s better to standardize steps “where possible and adapt them only where necessary” (Vrontis, 2009. P.491). Trompenaars in his work (2004) said that companies become more aware of cultural influence. He pointed that even mistakes in translation take place and ruin companies’ efforts on the markets. For instance, GM introduced Shevy NOVA on the Latin America market and didn’t check the word “no va” in Spanish language which means “no go”. As a conclusion, Tromperaars pointed out that companies should

respect cultural differences and look on the marketing as on the tool of communication, not only as a tool of selling (2004).

While doing the literature search I found that relatively not so many studies observe the issues of culture, marketing and web design. Also it's not common to observe strategies of one big company concerning adaptations to cultures in a global market. This study tries to make an attempt to partially cover this topic.

5. Results

5.1. General structure of Pepsi web sites

Pepsi websites aim to present Pepsi (as a product and as a company) all around the world. Although Pepsi websites look different they all have something in common. What first draws visitor's attention is usually current marketing campaigns; many of the Pepsi's first pages have a commercial, video or picture of the new actions in the center. All Pepsi websites have descriptions or pictures of products, e.g. Pepsi, Pepsi MAX, Diet Pepsi; many times on the first page the logo of Pepsi is represented. Pepsi websites usually have links to official Pepsi accounts in social media, e.g. Facebook, Twitter, Flickr and YouTube in different countries. Contact information is one that was found on every Pepsi webpage. The atmosphere of happiness, joy and youth as a general marketing strategy of Pepsi is reflected on all websites, e.g. the word "party" is common.

5.2. People: presence and number of people

Presence and number of people on websites is one of the features analyzed in this study. Earlier research shows that a lower IDV index reflects collectivism and is related to higher number of people represented on the websites. The opposite is true for higher individualistic cultures which have fewer or even no people on their websites. Below, the results for Pepsi websites are presented in Table 4.

Table 4. Countries that don't have people on the Pepsi websites

	Country/ Index	IDV
1	Portugal	27
2	Romania	30
3	Arab World	38
4	Slovakia	52
5	Israel	54
6	Malta	59
7	Poland	60
8	Finland	63
9	Norway	69
10	Sweden	71
11	Belgium	75
12	Canada	80
13	Hungary	80
14	Netherlands	80
15	Australia	90
16	USA	91

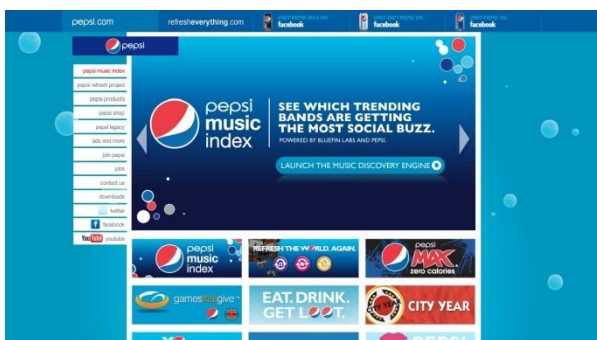
The data shows that 81% of countries (13 from 16) which have no people on the main page of their Pepsi websites have high-IDV, i.e. are rather individualistic.

Presenting a group/groups of people on website symbolizes collective, relationships and connection within it which is reflected collectivistic cultures. The results for Pepsi are presented in Table 5.

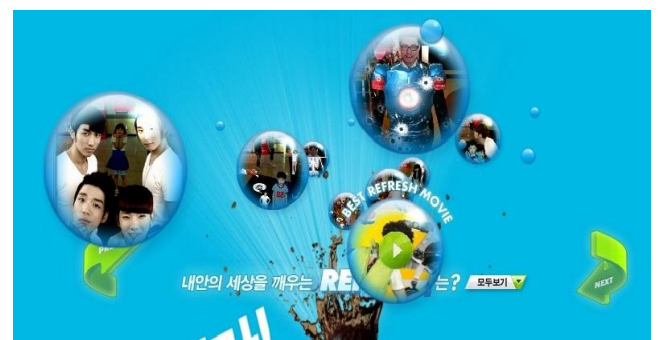
Table 5. Countries that have group of people on Pepsi website.

	Country/ Index	IDV
1	South Korea	18
2	China	20
3	Singapore	20
4	Thailand	20
5	Malaysia	26
6	Mexico/Chile/Colombia/etc	30
7	Japan	46
8	India	48
9	France	71
10	Denmark	74
11	United Kingdom	89

Counting Pepsi websites that have a group/groups of people on the main page, it turned out 73% (8 from 11) of countries have Low-IDV, which reflects a tendency of collectivistic cultures to correlate people with the group. To illustrate these results, Pepsi websites from the USA (IDV=91) and South Korea (IDV=18) are presented. Below, in Picture 1 and Picture 2 the snapshots from these websites are presented:



Picture 1. Pepsi website in the USA.



Picture 2. Pepsi website in South Korea.

The difference between these two Pepsi websites is obvious and stands out: on the South Korean website there are a lot of people in every “bubble” and they are mostly presented in groups. On the contrary, the American website as a bearer of individualistic culture doesn’t use any people to carry its message.

Previous studies found that high-individualistic cultures tend to have images of products rather than people as a reflection of the tendency to communicate directly with person. So for this study is examined websites where on the main page *presented product and there are no people*. Below, in Table 6 the results are shown, in Picture 3 follows the illustration.

Table 6. Countries that have product on Pepsi website (and no people).

	Country/ Index	IDV
1	Portugal	27
2	Romania	30
3	Slovakia	52
4	Israel	54
5	Finland	63
6	Hungary	80
7	Australia	90



Picture 3. Pepsi website in Hungary.

The data in this study shows that 71% (5 from 7) of countries which represent product on the main page with no people have high-IDV index. It supports the assumption made from the characteristics of high-IDV cultures and previous conclusions (see 5.2.).

5.2.1. People: Gender

Gender of presented people on web sites the next examined element. Below, in Tables 7-9 the results are presented:

Table 7. Countries that have only male people on Pepsi website.

	Country/ Index	MAS
1	Denmark	16
2	Spain	42
3	France	43
4	Malaysia	50
5	India	56
6	Czech Republic	57
7	United Kingdom	66
8	Mexico/Chile/Colombia/etc	69
9	Italy	70
10	Switzerland	70
11	Japan	95

Table 8. Countries that have only female people on Pepsi website.

	Country/ Index	MAS
1	Netherlands	14
2	Uruguay	38
3	Turkey	45
4	Argentina	56
5	Germany	66
6	Austria	79

Table 9. Countries that have both genders on Pepsi website.

	Country/ Index	MAS
1	Sweden	5
2	Thailand	34
3	Russia	36
4	South Korea	39
5	China	66

As it shows, the majority of Pepsi websites (70% (8 from 11)) where only males are presented, are the countries which have higher MAS index (Table 7). In masculine cultures men have more distinguished roles in the society from women and usually higher and more powerful positions, that's why Pepsi on the majority of its websites from the so called masculine cultures represents men. Opposite is true for the countries with lower MAS. The Pepsi websites were found only women and/or both men and women. In Table 8 and 9, 4 out of 11 countries which have only female and/or both male and female have relatively low MAS.

An illustration of the presented results is snapshots from websites of countries with very different indexes of MAS dimension: Italy (MAS=70) and Sweden (MAS=5), in Picture 4 and Picture 5. On the Italian website, it is the man who presents the product and the main message. An opposite picture we can be seen on the Swedish website, which presents the people of both genders:



Picture 4. Pepsi website in Italy.



Picture 5. Pepsi website in Sweden.

5.2.2. People: Age

Earlier research shows that the websites from more hierarchical countries (higher PDI) *tend to use people with higher age rather than younger* (examined element - age of people). Analyzing Pepsi websites, the websites of the countries where people in website are relatively older (>25) are compared to relatively younger (<25). The reason for this classification and choice of age range is Pepsi's target audience: young people in general, that's why in dividing the age level for comparison was chosen so relatively young age (25). The analysis is made based on visual comparison and perception of the age, which might add some subjectivity. Below, the results are presented in Table 10 and Table 11.

Table 10. Countries that have older (>25) people on Pepsi website.

	Country/ Index	PDI
1	Switzerland	34
2	Argentina	49
3	Italy	50
4	Japan	54
5	Uruguay	61
6	Turkey	66
7	France	68
8	India	77
9	Mexico/Chile/Colombia/etc	81
10	Malaysia	104

Table 11. Countries that have young people (<25) on Pepsi website.

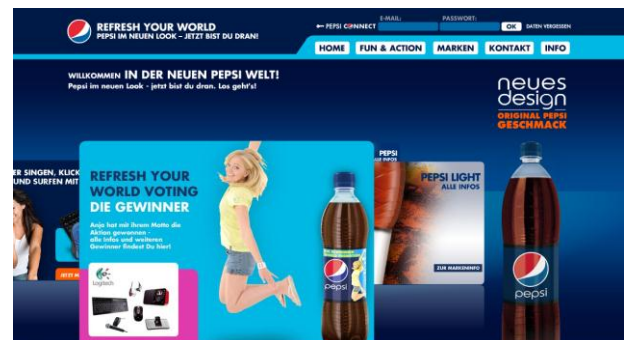
	Country/ Index	PDI
1	Austria	11
2	Denmark	18
3	United Kingdom	35
4	Germany	35
5	Netherlands	38
6	Czech Republic	57
7	Spain	57
8	South Korea	60
9	Thailand	64
10	China	80
11	Russia	93

As can be seen from Table 10, 90% (9 from 10) countries, where on the Pepsi website presented older people, have relatively high-PDI. If to count countries which tend to present rather young people on Pepsi website it turn that 45% (5 from 11) countries have low-PDI (compare with 10% on websites with older, Table 11). Possible explanation that still a quite large number of countries with high-PDI have relatively young people on Pepsi website is the main marketing strategy of Pepsi. The target audience of Pepsi is young people, and illustrating the website with older people is against their main strategy.

An illustration of relationship between PDI and web design is reflected in the comparison of Mexican Pepsi website (Mexico has PDI=50) and Pepsi website in Austria (PDI=11) in the Pictures 6 and Picture 7. The difference in people's age is noticeable and even the image of the Mexican man who is more "formal" in comparison with people on Austrian website.



Picture 6. Pepsi website in Mexico.



Picture 7. Pepsi website in Austria.

5.3. Marketing campaigns and competitions

Competitions, actions and different sorts of games are an indication of masculine cultures because they tend to be oriented on emulation and quick results. Analyzing Pepsi websites where on the main page in focus there are any sorts of *competitions and campaigns* (studies element) can bring the understanding of influence of the individualistic patterns of communication in cultures. Below, the results are presented in Table 12.

Table 12. Countries that have campaigns and competitions on Pepsi website.

	Country/ Dimensions	MAS
1	Netherlands	14
2	Portugal	31
3	Thailand	34
4	Russia	36
5	Uruguay	38
6	France	43
7	Turkey	45
8	Malaysia	50
9	Argentina	56
10	Australia	61
11	Poland	64
12	Germany	66
13	United Kingdom	66
14	Mexico/Chile/Colombia/ etc	69
15	Switzerland	70
16	Austria	79
17	Japan	95
18	Slovakia	110

The majority of countries (61%, (11 from 18)) that have any competitions and campaigns on their Pepsi websites have relatively high MAS. This partially means that masculinity influences in decision making about marketing campaigns and web design as well (for instance, Pepsi could choose to pay much attention or not to actions on their page according to people's interests). At the same time here the explanation also can lie in a marketing field: countries might just not have any actions at this moment and therefore no clue about them on the website.

An illustration of the attention to the marketing actions is in Picture 8 below.



Picture 8. Pepsi website in the UK.

On the presented Pepsi website in the UK attention is strongly paid to the marketing campaign and only then to the content of the website. The UK according to Hofstede is a relatively masculine culture (MAS=66).

5.4. Symmetry

Visual analysis allows noticing differences between Pepsi websites concerning *symmetry* (studied element). By symmetry, I mean structure construction of layouts, correspondence of form and constituent configuration on opposite sides of a dividing line. This element is hard to count and find strict criteria for analysis. Thus, I will just illustrate the differences with an example.

According to the previous studies, high PDI is related to symmetry on the websites. To illustrate symmetrical differences, Pepsi websites of Austria (PDI=11) and Slovakia (PDI=104) are taken. Below, the comparison is presented in Picture 9 and Picture 10:



Picture 9. Pepsi website in Austria.



Picture 10. Pepsi website in Slovakia.

Austrian Pepsi website has an asymmetrical layout compared to Pepsi websites in Slovakia where the structure is more symmetrical; pages are divided into line-zones with certain category or subject on each.

5.5.Represented information

Pepsi websites are divided by the *amount of represented information*. This element reflects the represented information on the main page, e.g. whether it's conveyed by the usual menu or has many subsections at the same time. It's important to observe since this element can change the visual perception of the page. Below, Picture 10 and Picture 11 present snapshots from Pepsi websites to illustrate the comparison.



Picture 10. Pepsi website in the USA



Picture 11. Pepsi website in Belgium.

As it seen the visualization of the information on these two Pepsi websites is quite different. American web site has much more links to diverse pages with information. Information is divided in more pieces than on Belgium website where it's more generally organized. The American website has more sections in the menu. The way visitor should take to find it and the combination of issues under the sections are very different.

In research, differences in amount of information are often motivated by cultural attitudes to uncertainty avoidance. USA has UA index with middle measure (UAI=46), Belgium has UAI=94 which is one of the highest indexes. The higher UA, the more simple the website is in terms of presented elements on the page and dividing presented information in relatively less sections, so it makes easier the process of searching of the information on the website.

To examine this influence by quantitative analysis, Pepsi websites have been divided into groups by visual difference in amount of *information on the main page* (studies element). Below, in Table 13 the countries with little information on their Pepsi websites are presented.

Table 13. Countries with little information on the main page of Pepsi website.

	Country/ Index	UAI
1	Australia	30
2	India	35
3	United Kingdom	35
4	Ireland	36
5	Italy	40
6	Malaysia	50
7	Norway	51
8	China	75
9	Poland	85
10	Portugal	85
11	Romania	86
12	Russia	90
13	South Korea	93
14	Beigium	94
15	Spain	95
16	Turkey	104

69% (11 from 16) of countries with relatively little information on the main page of Pepsi website have high-UAI. This result partially confirms the previous studies and their conclusion that high-UAI should follow simplicity rather than complexity in web design. However, we can also see that there are exceptions, for example Australia as it's seen from the Table 13 has relatively little information on the page and has low level of uncertainty avoidance. There is no theoretical explanation of this fact, however it can be connected with the urge of the Pepsi toward reducing any ambiguities on its websites.

5.6.Effects

Effects are important components in web design and their usage can vary from different cultures. According to previous studies, high context cultures tend to express themselves to a higher extent using imagery and in actions compared to the low context cultures. High context cultures are often but not necessarily collectivistic. In this sense an intensive use of *animation, video and sound effects* (examined elements) might reflect collectivistic characteristics of high-context cultures. There is no statistical evaluation for the division on high and low context cultures that's why for this analysis only uses qualitative method.

First to analysis is taken one of these three elements – animation, as a standing out effect of visualization. An illustration of it use presents mostly by high context cultures. For instance, Pepsi website in Uruguay has an animation with centered attention on people, their moving

images. Another example is found on the Indian Pepsi website, here is an animation of the product – the bottle of the Pepsi is jumping and also people on the background are moving. In opposite we cannot see such effects on Scandinavian (e.g. Sweden, Denmark) and North American (e.g. USA, Canada) as representatives of low-context cultures. Their websites are static. It also reflects individualism in a sense of relaxed (not so active) atmosphere on the website.

The study analysis such effects as *animation, video and sound* from the other perspective: attitude towards uncertainty in the cultures. They affect simplicity of visualizing information on website. They help in presenting information on website but on the other hand can make it too complicated to visitor. These elements are analyzed separately and in combination because in this case they provide more reliable base to retrace the correlation. Below, the results are presented in Table 14 and Table 15.

Table 14. Countries which have no effects (animation, video, sound) on Pepsi website.

	Country/ Index	UAI
1	Sweden	29
2	Ireland	35
3	Norway	50
4	Slovakia	51
5	Australia	51
6	Finland	59
7	Israel	81
8	Hungary	82
9	Malta	96

Table 15. Countries which have only one effect on Pepsi website.

	Country/ Index	UAI
1	Malaysia	36
2	India	40
3	Netherlands	53
4	Switzerland	58
5	Czech Republic	74
6	Italy	75
7	Argentina	86
8	Spain	86
9	Poland	93
10	Russia	95
11	Uruguay	100

The results from analyzing effects such as animation, video and sound on Pepsi websites show that there is some correlation between simplicity in web-design and uncertainty avoidance. If we take countries where Pepsi website has none of such effects as animation, video and sound presented in Table 14, and countries that have only one effect, in Table 15, the biggest part of them - 78% (7 from 9) and 81% (9 from 11) have high-UAI index. An interesting fact is that there is a world tendency to avoid sound on websites. As it's shown even with this trend high-UAI cultures prevail.

5.7.History

As for Long/Short-term orientation dimension it was hard to observe correlation and influences in quantitative analysis since not so many countries have this index measured. However since it's relatively new and not good-developed dimension, I find it's interesting to see how it can be implemented. This study looks on the long/short term orientation in a sense of attitude to the history.

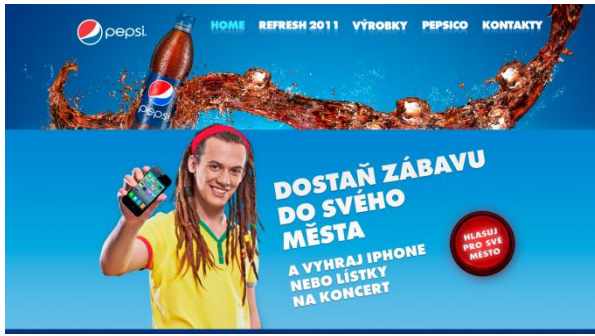
Considering the presence of *historical page* on Pepsi websites this study, the results are presented below in Table 16.

Table 16. Countries that don't have a link to history page on Pepsi website.

	Country/ Index	LTO
1	Czech Republic	13
2	Norway	20
3	Canada	23
4	United Kingdom	25
5	USA	29
6	Germany	31
7	Australia	31
8	Poland	32
9	Sweden	33
10	Netherlands	44
11	India	61
12	South Korea	75
13	China	118

The results show that 77% (10 from 13) of countries that don't have a link to page with history are primarily short-term oriented countries. However, there are some striking exceptions, such as China, South Korea and India. As for Chinese website, it has only a preliminary version available as they are reconstructing it at this moment; it might be a tentative explanation. There are no specific reasons for Indian and South Korean websites. However it can be connected with particular marketing policies in these countries.

Since short-term oriented cultures focus more on immediate results history page would not be so interesting for them. In this terms research confirms the influence of LTO dimension on web design for different cultures. In an illustration is presented in Picture 11 and Picture 12.



Picture 11. Pepsi website in Czech Republic. Picture 12. Pepsi website in Japan (history page).

On the Czech Republic Pepsi (LTO=13) website there is no special link to page or at least section with historical information. Otherwise Japanese website (representative of long-term oriented culture, LTO=80) has special historical page where historical information even divided in three topics: Pepsi history in Japan, world and history of Pepsi logo.

5.8. Comments on the exceptions

The results show that there are many exceptions in the analyzed elements. An interesting point is that among these exceptions found some tendencies. If take a look on the all tables presented in the study we can notice some general similarities in exceptions: relatively often there are countries like Portugal, France, Romania, Denmark, Spain, Russia and Thailand. Also an interesting point here is that most of the countries in the exceptions are from European part of the world, only Thailand is different. I would rather expect Asian countries to be in exceptions than European. These exclusions cannot be explained from cultural perspective which refers to some external reasons for made decisions concerning web design in these countries. The fact that these counties relatively often show exceptional results partially points on the different marketing policies particular for these countries.

6. Discussion

The purpose of this work is to describe and analyze the influence of culture on web design and marketing strategies. As a base for analysis is chosen a huge international corporation PepsiCo, and its main product - Pepsi. Focusing on Pepsi practices this study tries to examine and discuss questions of marketing adaptations to cultures while operating on the global market.

Pepsi has websites all over the world. There are many similarities. The websites present information about Pepsi as a product and the company. The main characteristic of all Pepsi websites is that there Pepsi represents its marketing strategy and image with an atmosphere of youth and happiness. However, there are a number of differences, which might be related to marketing strategies across cultures which this study attempted to catch.

All Pepsi websites can be categorized based on combination of literature analysis, quantitative and qualitative study, by certain elements which are used for visualization of the information and constructing messages. During preparations for the analysis this study chose particular elements which are common for Pepsi websites but at the same time different in the way of implementing them. These elements are images of people on the websites (their existence, age, genders), product in focus, marketing campaigns and competitions, symmetry, represented information, usage of effects, link to the history. However, other elements which this study did not take into account can also be observed and compare.

Though the Pepsi websites show similarities in purpose, the way of representation is somewhat different and there are no two absolutely identical Pepsi websites.

One of the differences is the presence of people on the websites. Two basic variations have been found - presence of people or image(s) of the product only. The analysis shows that more collectivistic cultures have people on their websites, such as China, Thailand, etc. This result confirms earlier results of Marcus and Gould (2000) which stress the importance in high-individualistic cultures to put emphasis on the personality, i.e. send personal messages to the visitors and positional customers. The empirical results show this dependence. What we see on Pepsi websites is that high-individualistic cultures prefer not to use images of people on their websites. More collectivistic cultures tend to have groups of people on their websites, e.g. on the South Korean website.

An interesting fact is that Pepsi has a strategy of promoting the Pepsi spirit of happiness, youth and joyful. These things are usually connected with company of people, friendship, relationships. However even Pepsi has its image and strategy, it doesn't always present people

on the websites of the individualistic cultures. Does this show that Pepsi aware of different attitudes and presenting of happiness among cultures and tries to change its strategy for the local market? It can be. However people who design this websites are not necessary conscious about taken decisions. A lot of steps in design are made according to the individual perception of designers, their personal background and experiences.

Continuing analyzing people on Pepsi websites, one can see that there are differences in use of males and females on the websites. In general, my findings are in line with earlier research, i.e. Marcus and associates (2001). For masculine cultures there is a tendency to use men, feminine cultures tend to use more women and both men and women. However, some interesting exceptions could be found, such as Turkey, which is quite feminine according to Hofstede's research. Probably, Hofstede's index is not completely correct. More recent studies Basaran (2002) indicate that Turkey is a very masculine culture; it's defines by the traditions of patriarchy in this country. This might explain why the Turkish Pepsi represents its ideas with the male image.

Though the main Pepsi target audience is young people, the Pepsi websites of some countries represent people which are relatively younger and other which are relatively older. The analysis shows that there is a correlation between ages of presented on the website people and different attitudes to hierarchy among cultures. According to Hofstede cultures with high power distance index honor experience as a source of power, increased trust (2001). In this case age of presented on the website people reflects characteristics of power distance dimension and my findings confirm to some extent earlier studies, e.g. Cook and Mike (2005). What stands out is that among countries with relatively young people still quite big number of countries has high-PDI as for example Spain. Possible explanation can be, again, the main marketing strategy of Pepsi, and that Pepsi target audience is young people.

Another difference that stands out and distinguishes website is the use of effects like animation, video and sound in web design to visualize and support the main idea: on some websites there are all effects together, on some – only one/two and on some of them there no any of these effects. The analysis shows that there is a correlation between use of effects and characteristics of high/low context cultures. Wurtz in her article mentioned that high-context cultures tend to express themselves using more imagery. Usage of animation stands for non-verbal, behavioral communication which characterizes high-context cultures (Wurts, 2006). The findings of this study confirm it, e.g. Pepsi websites of high-context cultures are more dynamic.

These studied elements (animation, video and sound) even reflect different attitudes to uncertainty in cultures. Restricted usage of effects can simplify process of searching information on the website which is according to Marcus and associates characterize countries with high uncertainty avoidance (Marcus and A, 2001). My study doesn't contradict it, e.g. countries with high uncertainty avoidance tend to refuse visualization and sound. Also these findings confirmed by the analysis of the presented information (its amount) on the websites. This analysis is quite subjective because there is only visual evaluation but the difference between websites is obvious and significant. That's why this study make an attempt to see there possible culture reflection. Pepsi presents less visual information on the main page in countries with high uncertainty avoidance, e.g. American website, which explains the tendency towards simplicity of cultures with high uncertainty avoidance. On the other hand presence of greater amount of information could be founded by requirements of information from people: people visit web site to find, receive information about product, actions, company, etc. Providing more structured and organized information reflects simplicity and reduces uncertainty about Pepsi.

Pepsi is very active brand in different marketing campaigns but on some websites they are hidden behind other information, in contrast on others websites on which they have central place. According to Marcus and associates we can refer this element to masculine traits in cultures since they tend to be oriented more on emulation (Marcus and Gould, 2000a). My study proves it. On some Pepsi websites, e.g. the UK website, it is even hard to find a connection between this campaign and Pepsi at the first glance. It concern to the competitive spirit of the people. However, it is also possible to presume that some campaigns may be more or less popular at the moment when I analyze the website.

Another exception is the Russian website. Pepsi website in Russia has a central focus on marketing action but it's interesting that Russia has quite low masculinity index according to Hofstede (MAS=36) although many researches, e.g. Bradley and colleagues (Bradley, 2006), disagree. Also inside view of the author on Russian patterns of communication, claim that it's rather masculine culture based on strong patriarchal traditions which are quite influential on Russians modern life as well. Probably the divergence of the estimation masculinity with Hofstede happened because he made the research in Russia in the late 1980s when the influence of the Soviet Union ideology which stressed on the equality of man and women was strong.

The analysis of the existence of link to historical page or historical section found that culture varies in their attitude to the history: countries with high long-term orientation have historical section on website which explains by the focus on the practice in these cultures. Since

short-term oriented cultures focus more on immediate results history page would not be so interesting for them. The dimension of long/short term orientation is not well-developed but it is still interesting to see how this characteristic of the culture can be implemented and found in web design. Hopefully, my findings can help to develop this dimension more.

Thus, many of my findings confirm the earlier research and show that there are differences in web design among cultures. However, it also showed that there are lots exceptions which cannot be really explained by cultural characteristics in general, and by using Hofstede's dimensions in particular. PepsiCo's choice concerning web design can be influenced by cultures but at the same time there are many different issues influencing decision-making like marketing strategy, politics, even personal understanding of the situation.

7. Conclusions

Technologies such as Internet increase cross-cultural interaction. The web is really fast developed and wide spread medium to distribute messages of different kind. Since people communicate by this medium, their personal backgrounds in general, and cultural backgrounds in particular, influence constructing messages and understanding them.

Combination of quantitative and qualitative methods allows this study seeing correlations between characteristics of cultures and web design in different countries. It's relatively easy to create a website from a technical perspective, but to create the website which can allow effective communication on the global market more complicated. It's not only about direct translation from language into language; some cultural awareness is important.

The study shows that PepsiCo takes at least to some extent into consideration differences between cultures and tries to adopt its marketing strategies on the global market to local cultures. The research takes a look on one instrument of internet marketing – communication via official website. The results show that PepsiCo pays attention to the most expressed cultural traits and through them differentiate websites. So the data reveals that PepsiCo makes some adaptations on its websites, and these adaptations often though not always reflect cultures. At the same time were found many exceptions.

Here cannot be strict answer on the question whether it is necessary to adapt marketing strategies to local cultures or not, and toward what consequences it may lead. Live and market history provides successful examples of international companies with both strategies as fully adaptations and even dramatic changes to the local market, as on marketing policy all over the world.

Cultural patterns of communication, even if they quite common within a society, cannot describe everyone behavior and communication. Too many factors influence on human personality and behavior, people are very different. However I can say that there are some major, significant characteristics which should be observed and it's necessary to make adaptations to them. Others are on the wish of the company.

8. Ideas for further research

This study touches a very interesting interdisciplinary field. However this perspective is not developed; there is no solid understanding how culture influence of our perception and production of the information. The study was made in attempt to fulfill the gap in this field. It can be the part of the comprehensive research around cross-cultural strategies of companies from different angles. Here are some ideas and recommendations for the future research.

First, is to repeat this study again, maybe even several times every certain period. This will allow catch more strong connections and correlations between cultural patterns of communication and web design. Observations in longer period will make possible to see changes, tendencies and do conclusions based on findings from all researches.

Second, other methods can be used for this study. For instance, survey among people from different countries will definitely help to see how people pursue web design, what purpose they have visiting website, on what do they pay more attention and so on. This will provide a view from customer perspective which is important because mainly company's websites oriented on future or present customers. Another type of survey can be made inside the company which will provide a view on a decision-making process in the organization, check people's consciousness in working on a design projects, etc. Also other cultural studies can be implemented, for example Trompenaars with his theory of cross-cultural communication. Comparative content analysis can be very useful in this study because many cultural patterns of communication take place in a verbal part.

Third, future studies can pay more attention to marketing strategies of the company in general and in different countries particularly, and try to combine it with empirical results. It will allow exclude subjective factors and have clearer picture of influencing issues on web design and made decisions.

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Appendix 1.

	Country/ Index	PDI	IDV	MAS	UAI	LTO	Web-site
	North America						
1	USA	40	91	62	46	29	www.pepsiusa.com
2	Canada	39	80	52	48	23	www.pepsi.ca
	Latin America						
3	Argentina	49	46	56	86		www.pepsimundo.com/argentina/
4	Mexico/Chile/Colombia/etc	81	30	69	82		www.pepsimundo.com/mexico/
5	Urugvai	61	36	38	100		www.pepsimundo.com/uruguay/
	Europe						
6	Austria	11	55	79	70		www.pepsi.at
7	Beigium	65	75	54	94		www.pepsi.be
8	Czech Rebuplic	57	58	57	74	13	www.pepsi.cz
9	Denmark	18	74	16	23		www.pepsimax.dk
10	Germany	35	67	66	65	31	www.pepsi.de
11	Finland	33	63	26	59		www.pepsi.fi
12	France	68	71	43	86		www.pepsiworld.fr
13	Hungary	46	80	88	82	50	www.pepsi.hu
14	Ireland	28	70	68	35		www.pepsi.ie
15	Italy	50	76	70	75		www.pepsi.it
16	Malta	56	59	47	96		www.pepsiworld.com.mt
17	Netherlands	38	80	14	53	44	www.pepsi.nl
18	Norway	31	69	8	50	20	www.facebook.com/PepsiMaxNorge
19	Poland	68	60	64	93	32	www.pepsi.pl
20	Portugal	63	27	31	104		www.pepsi.pt
21	Romania	90	30	42	90		www.pepsi.ro
22	Russia	93	39	36	95		www.pepsi.ru
23	Serbia						www.pepsi.co.yu
24	Slovakia	104	52	110	51	38	www.pepsi.sk
25	Spain	57	51	42	86		www.pepsi.es
26	Sweden	31	71	5	29	33	www.pepsi.se
27	Switzeland	34	68	70	58		www.pepsi.ch
28	Turkey	66	37	45	85		www.pepsiyasatirseni.com
29	United Kingdom	35	89	66	35	25	www.pepsi.co.uk
	Middle East						
30	Israel	13	54	47	81		www.pepsi.co.il
31	Jordan						www.pepsiarabia.com
32	Kuwait*	80	38	52	68		
33	Lebanon*						
34	Saudi Arabia*						
35	Syria						
36	United Arab Emirates*						
	Africa						
37	Egypt*						
38	Nigeria						
	Asia Pacific						
39	Australia	36	90	61	51	31	www.pepsimax.com.au
40	India	77	48	56	40	61	www.youngistaan.com
41	Japan	54	46	95	92	80	www.pepsi.co.jp
42	Malaysia	104	26	50	36		www.pepsimalaysia.com
43	China	80	20	66	30	118	marketing.tudou.com/pepsi/pepsi/ www.pepsi.com.cn
44	Singapore	74	20	48	8	48	www.pepsisingapore.com
45	South Korea	60	18	39	85	75	www.pepsicola.co.kr
46	Thailand	64	20	34	64	56	www.pepsithai.com

* Arab World