

**AN EXAMINATION OF THE USE OF CULTURE BY COCA-COLA IN ITS
GLOBAL MARKETING**

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Submitted in partial fulfilment of the requirement for the award of Master of Science (MSc)
in International Business National College of Ireland Submitted to the National College of
Ireland,

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AUGUST 2021

ABSTRACT

This study examines the use of culture by Coca-Cola in its global marketing in Nigeria. Coca-Cola is a company that specialises in production of sugary beverages. Over the years Coca-Cola has expanded its business to key countries, one is Nigeria. The study, investigates how Coca-Cola integrates elements of culture to its global marketing in Nigeria. Culture is the total way of life of people and is a significant determinant of purchasing habit; therefore brands such as Coca-Cola integrate it in its marketing and advertising. This study focuses on the use of culture by Coca-Cola in its marketing in Nigeria. The study adopts qualitative methodology which employs the use of interviews, the researcher conducted interviews with key workers in Coca-Cola. The researcher discovers that Coca cola integrates elements of culture such as languages, dress codes and national holidays into its advertising in Nigeria. The study also discovers that Coca-cola supports peace initiatives in through its several ads in Nigeria which is a deeply polarised country, thus, Coca-Cola has gained favourable acceptance in Nigeria. Based on these findings, the researcher recommends further use of culture for global marketing as it enhances brand awareness and acceptance.

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DEDICATION

It is a great honour to dedicate this thesis to my dad and mum (Mr Solomon and Mrs Queen Ajala), and three awesome siblings (Ayo, Tomiwa and Tomide) who have always encouraged and supported me in all my endeavors. I am so grateful to you all and I am truly blessed to call you my family. You all have always been shoulders for me to lean on through thick and thin.

I also dedicate this thesis to the Almighty God. I am grateful for everything you have done for me so far. I am truly excited about things yet to come.

Thank you all for everything!

ACKNOWLEDGEMENTS

The research and completion of this thesis would not have been possible without the active participation, support, and assistance of several people. Given the enumerable number of individuals who played active roles in making this thesis a reality and a great achievement of mine, it will not be possible to write each person's name and the active roles they all played. However, their participations and contributions are sincerely acknowledged and appreciated.

I would like to express my immerse gratitude and indebtedness to the following people:

Richard Heywood, who was my supervisor on this project. Thank you for your advice, critics and recommendations. I am grateful to have drawn from your wealth of knowledge.

My amazing parents (Mr Solomon and Mrs Queen Ajala) for helping and encouraging me on this journey called life, to achieve the seemingly impossible. I am so blessed and honoured to call you my parents!

My siblings (Ayo, Tomiwa and Tomide) and all my friends who have in one way or the other supported me either emotionally, physically or in every other way.

Above all, I am grateful to the Almighty God, the author of knowledge and wisdom for HIS abundant love and mercies.

Thank you!

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LIST OF ABBREVIATIONS AND ACRONYMS

Ads	-	Adverts
GM	-	Global Marketing
HRM	-	Human Resource Management
MNCs	-	Multinational Corporations
TCCC	-	The Coca-Cola Company
USA	-	United States of America

CHAPTER ONE

BACKGROUND

1.1. Introduction

My name is Oladayo Ajala, I am interested in marketing so I decided to undertake this thesis as a means of getting insights on the use of culture by global brands in their marketing strategies; thus, this thesis centres on the “use of culture in Coca Cola’s marketing strategies in Nigeria”. The central goal of this thesis is to discover how Coca Cola incorporates culture to its marketing strategy in Nigeria, based on globalization. I achieve this by focusing on globalisation, culture, impacts of culture on global marketing and how Coca Cola incorporates culture to its global marketing.

Globalisation which entails the unification of the world across political, economic, culture and social aspects. Globalisation is propelled by different factors more importantly advances in information and communication technology (Internet, fast passed technology, social media etc). Globalisation enhances global and international marketing. Global marketing is different from international marketing, while the former considers how global companies adjust business and marketing strategies to adapt to conditions of countries (Ocansey and Enahoro, 2014), the latter involves all activities adopted by businesses to plan, price and promote several goods and services across different countries for profit (Naghi and Para, 2013). This study will focus on global marketing. Global marketing is essential in contemporary international trade, as the rise of several global companies such as Coca-Cola, Apple, Rolex, Samsung etc has created the need for these companies to target specific populations to boost sales. Cleveland, Naghavi and Shafia (2017), note that in targeting specific population, these companies use culture as a significant strategy. Culture refers to the total way of life of

people, that contains beliefs, languages, ideas etc (Ocansey and Enahoro, 2014). There are over a million cultures around the world, these global businesses use culture to sell their products especially in advertisement. This study focuses on Coca-Cola's global marketing strategy in Nigeria, Nigeria is the most populated black nation in the world with about two hundred million people (Ocansey and Enahoro, 2014). It also has different cultures about 1000 different cultures; however, three cultures are distinct i.e., Hausa, Igbo and Yoruba. This study focuses on how Coca-Cola uses the distinctiveness of these cultures to sell its products.

Technological advancements have closed the huge gap that existed between different nations of the world making countries become more related and interconnected than before. This phenomenon is termed "Globalization" and has emerged as the driving force in marketing strategies internationally. Ocansey and Enahoro (2014), proposed that globalization has made different organizations and countries become leading powers in the business space. Due to the movement of people across the globe, with the increased use of the internet, efficient interaction has made the world a single village, making room for global trade. A lot of emerging firms are built with the intention to develop and expand. The desire to grow fuels the formation of business strategies, which helps the organizations expand their services into the international market. To aid this expansion, different global strategies and approaches need to be employed. Djordjevic (2014), mentioned that using different marketing approaches has helped to build the global markets from the needs and wants of individuals with diverse cultural background around the globe. The persistent growth that has been observed on the cultural universality has in turn caused the emergence of international market for customers (Naghi and Para, 2013). In as much as there is the globalization of the world, there is still a huge difference in the manner in which people live and act in the different continents. Consequentially, diverse cultures exist in different countries and locations. These

cultural differences could be in form of clothing, language, food, beliefs and practices. For an efficient expansion into the international market, the organization need to find strategies that solve the problem of cultures. The major factor that helps to determine consumer behavior is usually culture (Cleveland, Naghavi and Shafia, 2017). Hart (2014), further supported the claim that the study of culture helps us to understand social and custom behavior. The effect that culture has on international marketing, has been argued by a lot of academic literatures. 10% of articles that were published between the years 1996-2001, showed that the phenomenon, culture, was used as an explanatory variable (Lenartowicz and Roth, 2001; Soares, Farhangmehr and Shoham, 2007). Organizations are well aware that strategies that are used in the local market, might not be suitable to be used for the international market (Gupta and Santhosh, 2017).

The rise of globalization has thus prompted the need for cultural studies especially on the way it affects global marketing. Cultural theories as Hofstede and Trompenaars have provided indexes to judge a culture thereby knowing and improving the way MNCs interact with host countries especially what products they sell and what marketing and promotional strategies they adopt, however these theories provide a general overview of culture and as Ocansey and Enahoro (2014); Djordjevi (2014), note that the Hofstede and Trompenaars theories are to a significant extent stereotypical that in most instances provide a false description of a culture i.e there is many times a difference between what these theories narrates about a culture and what is observed in reality. Furthermore, there is a paucity of studies that critically explain a culture and link its behaviour to various global marketing strategies i.e most studies Naghi and Para, (2013); Hart (2014); Gupta and Santhosh (2017), fail to answer core questions as “what marketing strategies perfectly resonates with certain cultures?” “how does a specific culture relate to a particular promotional strategy?” “What are the desires of a culture in relation to products or services?” “is there a link between

culture and brand loyalty?” etc. These questions and more are yet to be answered by existing studies. In light of this, this research is conducted and is aimed at investigating the influence of culture on global marketing strategies, focusing on The Coca-Cola Company (TCCC) operations in Nigeria.

The aim of this research is to adequately explain the effect of culture on the international marketing strategy. The study also aims at providing required insights into stages and progression direction of the different research that are intended at the behavioral aspect of international marketing of any firm. The adopted methodology involves using a qualitative and systematic approach in investigating the different cultural factors influencing marketing

1.2. Statement of the Research Problem

TCCC is one of the most profitable brands in the world. Forbes 2020 list, ranks it as the 6th most profitable brands in the world with a brand value of \$ 64.4 billion (Forbes, 2020). Coca-Cola is also recorded to be the most sold soft drink in the world with approximately 2 billion demands across 200 countries of the world daily (TCCC report, 2020). The company has 86,000 employees drawn from different cultures and also prides itself on meeting the satisfaction of various cultures (TCCC report, 2020). This is linked to its mission which is to refresh the world, inspire moments of optimism, happiness and further to create value and make a difference. TCCC is thus an MNC that adopts several global marketing strategies to meet its target market, sell its products, increase its market share and brand value. However, less is being discussed about its global marketing strategies especially in relation to a particular country. While Phillipp (2017); Delventhal (2018); discussed TCCC marketing strategies, they provide a broad explanation which though is enlightening did not answer specific questions as how the brand adopts culture as a yardstick for its promotional exercises as well as certain challenges that the company may have witnessed in relation to the influence

of culture. Furthermore, previous studies Gelles (2014); Delventhal (2018), failed to adopt theoretical perspectives to assess TCCC's global marketing strategies to prove if the theory is effective or not in its description and classification of cultures. In light of the aforementioned shortcomings of previous studies, this study is carried out to centrally interrogate the influence of culture on global marketing strategies with respect to TCCC and its activities in Nigeria. The study does this by answering the following questions; "What specific components of culture is used by TCCC in its global marketing strategies in Nigeria?" "How does culture influence the global marketing strategies of TCCC in Nigeria?", "What are the cultural challenges facing TCCC in its global marketing in Nigeria?"

1.3. Research Objectives

The following are the research objectives;

i. To investigate the components of culture used by the TCCC in its global marketing strategy in Nigeria

According to Naghi and Para, (2013); Hart (2014); Gupta and Santhosh (2017); Soares, Farhangmehr and Shoham (2007), culture is not static or stagnant it has different components such as language, ethics, values and inclinations. This objective seeks to discover which components of culture is most adopted by the TCCC in its global marketing activities in Nigeria

ii. To investigate the influence of culture on the global marketing strategies of TCCC in Nigeria

While Naghi and Para (2013); Ocansey and Enahoro (2014), note that culture can determine the outcome of a global marketing strategy, Cleveland, et al (2017), explain that culture can significantly undermine or promote the acceptability or dislike for a company. This objective

seeks to investigate how culture has influenced the outcome of global marketing strategies, positively or negatively.

iii. To discover the cultural challenges facing TCC in its global marketing in Nigeria

Though culture can be beneficial to global brands, Naghi and Para (2013), notes that the flipside of culture is it can severely challenge a brand thus reducing its performance within a particular country. This objective will thus investigate the challenges the TCCC has faced in relation to the influence of culture.

1.4. Significance of the Study

Studies on culture is necessary for understanding the way of life of a group of people, thus enhancing the way in which MNCs interact with such cultures to develop brand awareness, brand loyalty, patronage, profits and market share. The significance of this study will therefore be in its empirical investigation of the role of culture in global marketing strategies thus recommending ways in which the TCCC can interact with culture thus enhancing its performance in the country.

1.5. Outline of Chapters

This research will be divided into 5 chapters;

Chapter one contains the background of the study; thus, it is subdivided into the introduction, statement of the research problem, research questions and objectives, significance of the study.

Chapter two contains the literature review, which provides a critical analysis of past studies, thus drafting the conceptual framework

Chapter three contains the research methodology which provides all empirical tools for data collection and analysis

Chapter four contains the interpretation of data, analysis and discussion of findings in relation to the research objectives

Chapter five contains the summary, conclusion and reflections of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This section contains the literature review which criticises, analyses and evaluates available studies in line with the research objectives, therefore, the section presents a critical and analysis of relevant studies in line with the adoption of culture for global marketing.

2.2. Global Marketing

Global marketing can be regarded as the performance of an organization's activities as regards, pricing, plans and approaches aimed at providing goods and services to consumers scattered in different nation for profit (Cateora, et al, 2010). It is regarded as a process of expanding the organization's business activities to more than one country, with the aim of making profit and considering the different cultural differences of each location. It has been established that culture is quite persuasive in marketing activities, thus it is a necessary factor in making decisions. The organizations effort at marketing are usually judged on its acceptance or rejection of the cultural background. The manner in which the company's effort efficiently incorporates the culture, determines the success of the brand (Cateora, et al, 2010). It is therefore, of utmost importance for company marketers, to accept and understand

the culture details different from their own, in order to be more efficient in the foreign market. New age organizations now tend to enter new market, where they totally encounter new cultural environments, with new languages, different values and diverse motivations. Therefore, traits in culture refers to the shared, learning and alignments of a location, that can be expressed either through ideas, values, behaviors and artifacts. Organization's marketers should always have to develop the necessary skills needed in dealing with other cultures, depending on where the company wants to expand into. Understanding different cultural heritages, help in fostering international marketing, especially in a case where products and services need to be developed, foreign distributors having to be chosen, dealing with consumers, getting ready for trade deals, preparing promotional documents and interacting with international business stakeholders (Keegan, and Bodo, 2000). To market goods and services along different cultural lanes, needs a huge level of understanding and sophistication. This result in a big challenge that is caused by cultural differences, regulations and policies that have a strong effect on the effort made by marketers and companies. Therefore, it is a necessity to develop efficiently, the understanding of foreign cultures, to help leverage the cultural techniques, maximise profit and improve productivity in both local and foreign operations (Reid, 1995).

2.3. Global Marketing and Culture

Globalization of culture involves incorporating foreign cultures into existing systems (Daramola and Oyinade, 2015). Though, some cultures adopt certain features globally, they usually preserve their existing features (Swanger, 2015). According to (Hofstede & Minkov, 2010), there are five cultural dimensions, and they are the long term versus short term alignment, masculinity versus femininity, uncertainty avoidance, collectivism versus individualism and power distance. These different dimensions show that organizations are

clearly influenced by societal cultures. Therefore, organizations need to make spaces to incorporate into the formulation of the international marketing approaches. Different elements including, language, laws and practices, societal orientation, religion, values and attitudes, education are the eight important areas to marketers (Ahmed et al, 2014). These different cultural elements are extremely important in developing an international marketing strategy. As a result of the diversity in culture across different locations, there is no standard strategy used by organizations, instead the strategies are formulated from a collection of all the elements (Jiang & Wei, 2012)

2.4. Culture

Nations of the world have different cultures, which technically are the various ways of life of the unique people in the different locations. These ways of life could either be influenced by norms, traditions, religion, beliefs and values. The different culture of countries poses a huge problem to the marketing strategy of organizations. Going forward, it is very important that these organizations understand the cultural differences of the countries they intend expanding for competitive advantage. Advertising, brand effectiveness, free trade policies, standardization and localization choices, business relationships, consumer attitudes and international marketing are greatly influenced by culture (Darley, et al, 2013). Globalization influences culture, supporting the notion that culture is not genetically inherited from humans but learnt and transferred from a generation to another. (Daramola and Oyinate, 2015). (Rugman and Collinson, 2006), defined culture as a total of all the rules, laws, techniques, beliefs and artefacts that define a certain section of the human population or the shared programming of the mind. They also defined it as the total knowledge acquired by people, used to interpret social behavior and human experiences. This acquired knowledge forms the basis for understanding values, influencing behavior and creating value (Luthans and Doh,

2009). Culture can be defined as the norms, symbols, and belief of a group of people which determine their way of life (Abdin, 2020). Culture can also be defined as a total expression of human ideas, either mentally or materially. The modernization of culture can be attributed greatly to the effects of colonialism and nationalism coupled with the increase in anthropology in imperial power service (Eagleton, 2000).

2.5. Components of Culture

Culture is not a “lone” concept (Ahmed et al, 2014), it does not stand alone neither does it operate unilaterally, it is a complex whole which consists of norms, values, seen and unseen elements (Antunes et al, 2013), this is the reason why culture serves as a significant influence on the behaviour of individuals. Daramola and Oyinate (2015), note that culture is like an iceberg with a visible tip, however the unseen part is large, this means that culture has several components, it is dynamic and overarching in its effects. The widespread components of culture have led to several debates in the academia concerning which components of culture is more important, scholars like Cleverland et al (2017); Daramola and Oyinate (2015); Gao (2013), Darley et al (2013), have supported the seen part of culture as being more important due to the fact that it is tangible, relatable and easily understood by researchers while trying to explain the behaviour of a group of people.

Durmaz (2014); Ghani (2014); Ghauri and Cateora (2010), on the other hand, support the unseen part, their argument notes that despite the seen part of culture being important, the unseen part was equally important as it determined intrinsic motivations, ideological dispositions and value inclinations, these are factors that are comparatively important in the attempt to understand human behaviour. The argument between the two sides is still ongoing, however from the reviewed works of Cleverland et al (2017); Daramola and Oyinate (2015);

Gao (2013), the important aspects of culture that significantly determine human behaviour which can be understood and used by brands while drafting global marketing strategies are;

2.5.1. Language

Language is the most important element in understanding human behaviour and attitudes towards brands (Cleverland et al, 2017). Communication is an essential part of marketing; communication is necessary for brands to develop strong relationship with customers thus influencing their patronage and loyalty (Gao, 2013). Thus, language becomes equally important as it is a means for effective communication. Daramola and Oyinate (2015), note that for effective marketing, brands must have a good grasp of language and its uses as languages may mean different things in different situations.

2.5.2. Belief System

Religion superstition, faith and mythical orientations are important elements of culture, Abdin (2020), explains that religion and belief in the spiritual world is a major characteristic of most culture which can shape loyalty or dislike for a particular brand, brands thus need to take factors as religious names, symbols, numbers, dates, music etc. into consideration

2.5.3. Aesthetics

Aesthetics include elements like music, drama, folklore, arts, dance etc. These are important to the global marketer as Darley et al (2013), explain, they aid in interpreting signs and symbols, artistic interpretations that are related to designs numbers and colours. Gao (2013), note that understanding of aesthetic codes, signs and symbols will enable the global marketer in advertisement, packaging and other product promotion exercises.

The three components of culture thus serve as the most important in determining brands global marketing strategies, Cleverland et al (2017); Daramola and Oyinate (2015); Gao

(2013), explain that brands can effectively win cultural loyalty if they put these components into considerations while drafting marketing strategies. This research will interrogate these components in relation to TCCC's marketing strategies, thus identifying how the company has integrated these components into its global marketing strategies in Nigeria.

2.6. Nigerian Culture

Nigeria is one of the most heterogenous countries in terms of culture. It has about 700 distinct cultures that possess distinct characteristics and features; this is why Nigeria is an epitome of black culture and a representation of black unity and harmony (Adejumo, 2014). However, the distinctiveness of cultures in Nigeria, there are three major cultures, which occupy the three basic regions in Nigeria. To the North is the Hausa culture which consists of the predominant Hausa/Fulani ethnic group. Though this culture has an element of distinctiveness, it has been influenced by Islamic doctrines. Islam is the most practiced religion in this region; hence, it influences the region's dressings, languages, behaviours, outlook, ideologies, and opinions. Felix (2015), notes that the Hausa culture is fastly becoming Islamised as most of what they do reflects Islamic doctrines.

To the West Region of Nigeria is the Yoruba culture which consists of the Yoruba speaking group. Adejumo (2015), The Yoruba culture still maintains its distinctiveness, especially in religion, as most Yoruba people are still affiliated to the traditional way of life, especially marriages, eating habits, and dress codes.

The last region is the Eastern region which comprises the Igbos; Christianity has influenced this culture, especially in its marriage attitudes. However, the Igbos still retain a fundamental part of their culture such as dressing, food, eating habits, language, beliefs, etc.

Like most cultures of the world, the Nigerian culture is exposed to globalization and westernization. Hence most people, especially Generation Y and Z, prefer a western lifestyle

regarding consumption patterns. Adeniyi (2017), notes that most global companies operating in Nigeria prefer to use Western ads while portraying the benefits of products.

On the contrary, Felix (2015), opinion notes that global companies use target audience segmentation to develop marketing strategies. While targeting Generation Y and Z, companies mainly reflect western lifestyles; in contrast, when targeting Generation X, companies use cultural lifestyles. This insinuates that different age groups in Nigeria have their views concerning culture. Nevertheless, Nigerian culture significantly shapes global marketing strategies for global companies. This study seeks to investigate how this applies in relation to TCCC.

2.7. Use of Culture by Global Brands

There exists extensive research detailing the influence of culture on global marketing, since culture refers to the total way of life of a group of people it thus means that it exercises considerable impacts in determining purchase habits, patterns, brands loyalty, and perceptions Cleveland et al (2017); Daramola and Oyinate (2015); Gao (2013), Darley et al (2013), explain that culture contains laws, arts, knowledge, beliefs, morals, customs, and habits of humans operating in society, culture thus influences humans outlooks on the society, society is constantly shaped by what culture tolerates (Daramola and Oyinate, 2015). Global brands operating in local countries must therefore put components of culture into consideration to help them present their commodities in the “good light” of culture. Ghani (2014), explains that global brands constantly use cultural components to positively boost brands and commodity images thus promoting awareness, sales, and brand loyalty.

Language, as noted earlier, is the most important aspect of culture, this is because it is the hallmark of identification and differentiation, culture is based on languages (Gao, 2013), thus, language is a vehicle for unifying and promoting identities. Several cultures have their

languages and this influences global marketing. Durmaz (2014), asserts that language affects consumers' behaviours, this is because the use of language can increase the acceptability or disapproval of a product, language also promotes a product. Several brands have used languages in promoting their products. The figures below note this.

Figure 1. KFC French Adverts



Source: Dormaz (2014)

Figure 1 and 2 show that brands constantly use languages for personal advertisement, promotion, and publicity. The extent to which language is incorporated into global marketing differs from heterogeneous communities to homogenous communities, Antunes et al (2013), note that in heterogeneous communities with several dominant languages, brands “shy away” from using languages on their brands, this is to accommodate all existing languages and

prevent the perception of the brand being affiliated to a single culture. However, in homogenous societies, the use of languages is more frequent and elaborate.

The use of values, beliefs, symbols, and aesthetics by brands have also gained popularity amongst global marketing researchers, Darley et al (2013), note that values, beliefs, symbols, and aesthetics are constantly shaping brand marketing strategies especially in regards to observance of religious rites, dress codes, permissible foods, etc. Ghani (2014), note that values, beliefs, aesthetics, and religion are enduring part of a culture that guide individuals in specific situations. Having a good knowledge of values, beliefs and incorporating them into marketing is a worthwhile endeavour for businesses as it influences consumption levels and situations. Cleverland et al (2017), critically notes that values, beliefs, aesthetics can determine the motives and intention for buying or refusal to buy a product, for instance Rangnekar (2014), records that Indians boycotted the purchase of McDonald's Big Mac cheeseburger because it was alleged that it contained religiously forbidden ingredients, Yeu et al (2012), also researched that the high patronage McDonald received in China is associated with its red and gold theme colours. Red in Chinese culture symbolises good fortunes and joy while gold symbolises prosperity and wealth. Likewise, Pepsi's Twist received much patronage in Brazil following the use of green and gold colours which symbolises the country's "high gold reserves and extensive Amazon rainforest" (Gertner et al, 2005).

Figure 2. McDonald's use of Red and Gold Chinese Colours



Source: Yeu et al (2012)

Figure 3. Pepsi Twist



Source: Gertner et al, 2005

A research study that was carried out in Nigeria as regards the influence culture has on the marketing strategies of international firms, showed that culture greatly influenced pricing,

products offering and promotions. It also showed that the different cultural elements affecting these were, language, religion, belief and values (Ekeret, 2001). These cultural effects can also be found in preferences and marketing tastes. If an organization does not efficiently understand the cultural aesthetic values of culture, they tend to create a negative impression of their brand, therefore making their marketing efforts redundant (Ghauri and Cateroa, 2010). For example, Nestle corporation makes sure its product adapts efficiently to local traditions, tastes and cultures (Robbins and Coulter, 2012). Though, (Maxham & Netemeyer, 2002), argued that the impact of culture on international marketing is unimportant, as compared to the organization's performance in the international market. Therefore, the performance of the firm depends solely on the personnel available, rather than the cultural values. In another study by Song, Moon, Chen, and Houston (2017) on multinational companies, most global organization integrates cultural norms into their strategy when marketing to their global audience. Another Study showed one marketing tool which has been majorly ignored by a global firm is the transcription of a foreign language to the local language of the consumers (Kaur and Chawla, 2016). This research study showed that language has a significant impact on the cash-inflows of global firms. Jiang & Wei (2012), researched on how multinational organizations apply their different approaches in international advertising standardization, and it showed that cultural values were always used in Chinese and American adverts. This study further reiterated the fact that there was an increase in international advertising using global customer culture. Jawal (2014), proposed that all organizations in the automobile industry, that want to go into the international market must have to input cultural influence in their products. This is done to accommodate consumer's taste, fashion and preference. A research also carried out by Al Karim (2015), showed that culture affected international marketing negotiation, and he proposed that the elements were usually religion, social structure, politics, technology, attitudes, values and

language. This was supported by Terpstra and Sarathy (2000), cultural framework, that showed that to understand the different strategies for international penetration of an organization, the firms must know the culture of the location in which they want to expand into. This study duly analyzes the effect that culture has on the promotion of products in the international markets and confirmed that certain elements of culture affect specific groups of individuals. The language element are huge barriers as regards communication, religion impacts the customer behavior, values and beliefs influences the marketing approach due to the internalization process. Aesthetics influences tastes, law and politics affect rules acceptable to the public, technology portrays how much people are ready to embrace innovation and social structure influences the control level of people (Terpstra and Sarathy, 2000). Cultural differences must be understood and analyzed before any organizations go global (Rao-Nicholson and Khan. 2016). it was proposed that the global value chain helps to increase competitiveness, and this is seen in the economics of scale and synergies among different countries. This synergy is usually gotten from technological and resource efficiency (El Namaki, 2016).

This section of the review has elaborated on the influence of culture on global marketing, thus the need for global brands to adopt certain cultural elements into their global marketing strategies. From this section of the review, it was discovered that culture influences products, packaging, advertisements, and promotion exercises of brands towards consumers Cleveland et al (2017); Daramola and Oyinate (2015); Gao (2013); Darley et al (2013). It was also discovered that culture influences consumer behaviour, brand loyalty, intent to purchase, approval, or disapproval of brands. These factors are thus used in this study to discover the influence of culture on the global marketing strategies of TCCC, the researcher interrogates these factors and how they manifest in TCCC's global marketing strategies.

2.8. Use of Culture by Coca Cola in Global Marketing

Coca-Cola is a brand that specializes in the production of sugar-liquid drinks. The brand began its operations in 1892, in Atlanta Georgia; since then, it has grown to become the world's top consumer brand. One reason for its global success and acceptance is its incorporation of culture. Coca-Cola develops a single product for its numerous consumers; however, its marketing strategy incorporates culture, especially its advertisement. Coca-Cola has an uncanny niche for portraying elements of culture in its adverts. Thus, it creates and promotes positive values amongst the local population. Delventhal (2018), note that a significant brand strategy that Coca-Cola adopts is portraying its drinks as culturally compatible with local values, beliefs, and norms. Therefore, Coca-Cola operates a vibrant advertisement strategy in relation to culture. Tannert (2014), also notes that Coca-Cola implements strategic elements of culture, including holidays, cultural dress codes, languages, and aesthetics. Furthermore, Hassan and Abubakar (2014), explain that Coca-Cola usually captures images to deepen its public perceptions effectively, thus making the brand more culturally acceptable. Through ads, Coca-Cola mainly captures its target audience, therefore, boosting brand loyalty and commitment.

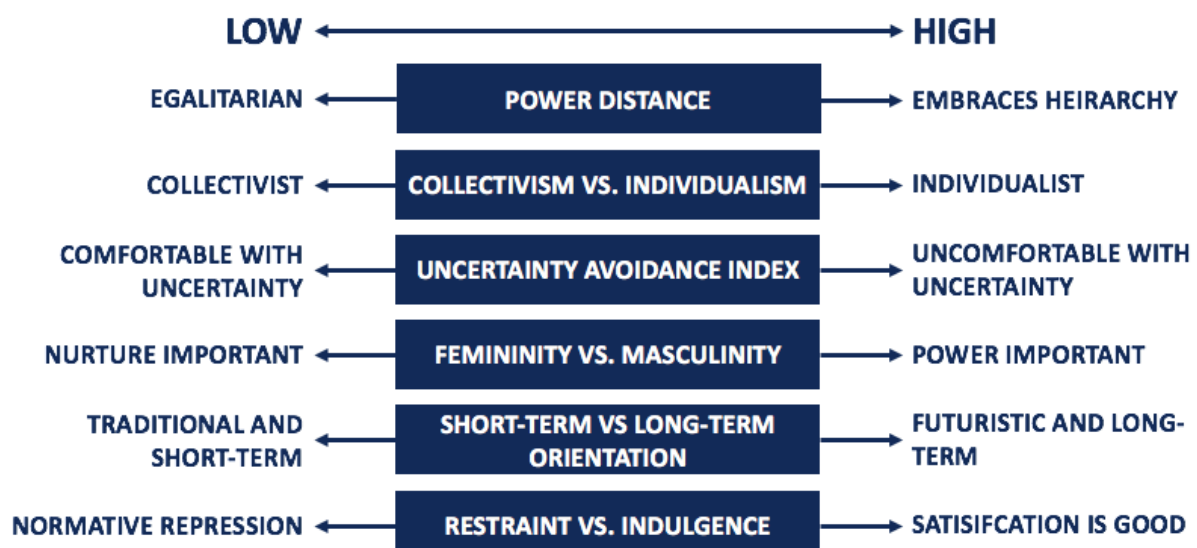
From the above, it is evident that the central strategy of Coca-Cola is advertisements. Thus, this research focuses more on Coca-Cola's use of advertisement to capture the Nigerian market. Furthermore, the researcher intends to discover if there are associated areas that Coca-Cola incorporates into its strategy apart from those highlighted above.

2.9. Theoretical Review

Theories provide systematic, relevant, and empirical facts that can be observed and measured to enhance the understanding of culture (Daramola and Oyinade, 2015). The sophisticated nature of culture has made theoretical postulations imperative (Ghani, 2014). Theories on

culture offer proper frameworks which enhance the understanding of particular dimensions of culture and its influences on consumer behaviour and global marketing. Several theories have been postulated that critically analyses the dimensions and importance of culture, one of these is the Hofstede theory. Greet Hofstede a Dutch social researcher, developed six (6) dimensions that explain the behaviours, attributes, and characteristics of cultures across the world. These dimensions are contained in the diagram below for a full explanation of these dimensions see Appendix C.

Figure 4. Hofstede Theory



The Hofstede theory provides explanations why certain global brands succeed in particular countries and why others record failure, the theory is detailed in its dimensions as such each

dimension provides an understanding of a particular culture which influences the fortunes or disfavour which brands receive while operating in the domestic market (Mooji, 2010)). Soares et al (2007), explains that using the Individualism/Collectivism Index, cultures that are high on the individualism dimension had products that reflect the individualistic nature of consumers, for example, the USA, Canada is high on the individualism index, thus car brands like Ford, Mercedes, and Kia produce vehicles that accommodate only nuclear family members. However, in countries like Germany, China, etc that support collectivism, car brands like Volkswagen and Peugeot produce automobiles that support extended families, thus cars like motorhomes, recreational vans, etc record higher sales in countries with high collectivism index.

Apart from determining the products and designated markets, Hofstede theory also provides explanations for the acceptability of products, Mooji (2010), notes that energy drinks like Red Bull, Lucozade Boost, and Monster have received less patronage in Scandinavian countries which are high on the feminism index, thus the aforementioned drinks record low sales in countries like Norway, Denmark, Sweden, Iceland and Finland. However, in Masculine oriented societies like the USA, Canada, and Brazil, these products are highly patronised. The Hofstede theory also explains other cultural dimensions and their relationship to global marketing strategies such as service performance ((Lynn and Gelb, 1996; Steenkamp et al.1999), advertising appeals (Albers-Miller and Gelb, 1996), information exchange (Dawar et al., 1996).

Despite the accolades given to the Hofstede theory, it has been criticised on many grounds predominantly by other cultural theorists, for instance, Fang (2003), criticised Hofstede theory for being stereotypical i.e for tagging a feature and attribute to a particular culture which is in most times false, Larsen and Echeverria (2019), investigates Hofstede

dimensions on several cultures in the world and have discovered 47% of the Hofstede dimensional explanation to be false as they do not explain the behaviours of these cultures. In other words, there is a difference between how Hofstede explains a particular culture and how the culture “really is”. Ampadu (2015), also criticise the Hofstede theory for failing to take cognisance of important cultural elements such as beliefs, myths, and religion, thus the Hofstede theory cannot fully explain consumers behaviour especially in continents like Africa, the Middle East which have serious inclinations towards religion, myths and belief in the spiritual realm. However, the case, the Hofstede theory provides standard frameworks to analyse culture. Within the context of this research, the Hofstede theory will be used to understand the culture of Nigerians and how these influences the global marketing strategies of TCCC, in other words, emphasis will be given to discovering which aspect of the Nigerian culture is adequately explained by the Hofstede theory and how this impacts the global marketing strategies of TCCC in Nigeria.

2.10. Empirical reviews

Empirical reviews offer data-driven and evidence-based explanations to several issues concerning the influence of culture in global marketing. Due to the importance of culture on global marketing, several studies have been used as empirical tools to study the relevance and processes by which culture influences global marketing, as well as consumer behaviours within several societies, majority of these studies, have reflected a significant link between culture and global marketing. Rangnekar (2014), in a qualitative study of McDonald’s internationalisation strategy in India, discovers that the fast-food giant became popular in the market due to its considerations for local and cultural food ingredients, the research explains that eating beef is an anti-cultural practice in India, McDonald's decided to use ham for its big Mac Cheeseburger, thus increasing the patronage of its cheeseburger. In a separate study

Ahmad and Khraim (2003), confirms that alcoholic brands do not receive patronage in Islamic states like Saudi Arabia, Bahrain, and Iran, this is because of the heavy clampdown on advertisement of such products in these countries. Islamic culture does not tolerate alcohol. Furthermore, Gertner et al (2005), study on the Pepsi brand in Brazil notes that the adoption of national and culturally symbolic colours (Green and Gold) led to the increase of its patronage in the South American country. The table below further reflects studies and their findings on the impact of culture on global marketing.

Table 1. Empirical studies

S/N	Author and Date	Core Focus of Study	Methodology	Findings
1	Coy, 2010	Influence of Spaniards culture on Cocoa-Cola Marketing	Quantitative	Culture impacts the purchase of goods. Coca Cola had to withdraw some of its products as they were not compatible with Spain's beverage habits
2	Robbins and Coulter, 2012	Nestle's Internationalisation Strategy	Qualitative	Nestle's internationalisation strategy of adapting products to suite local cultures, tastes and traditions is because of the ability of culture to increase business patronage
3	Gamal (2015)	Challenges facing Pokemon in its global marketing strategies	Qualitative	Pokemon suffered setbacks in Saudi Arabia, as majority of its toys and video games were seized, because of Saudi Authorities notion that Pokemon toys encourage gambling
4	Welsh et al (1998)	Starbucks Global marketing strategies	Qualitative	Starbucks faced significant challenges in Saudi Arabia as it was forced to remove the woman's face under the Starbuck crown as Saudi

culture does not tolerate the exposure of women's face

5	Simonin (2014)	Samsung's success in Asia countries (Japan, South-Korea, Taiwan and China)	Quantitative	Samsung's success in Asian countries is associated with the ability of the company to provide high technological gadgets which supports the high desire of technology amongst Asian countries
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Empirical reviews have thus proven that culture indeed affects global marketing, thus in the context of this research, the researcher attempts to prove if there is a correlation between global marketing of TCCC and Nigerian culture. Empirical reviews will provide frameworks for making judgments and linking or disapproving arguments from the research findings.

2.11. Conceptual Framework

The conceptual framework provides explanations of the relationship between the research objectives, literature review, and data collection process. It provides the basic concepts of the research and how findings from the literature review influence data collection of the variables under study. The Table and diagram below explain the conceptual framework

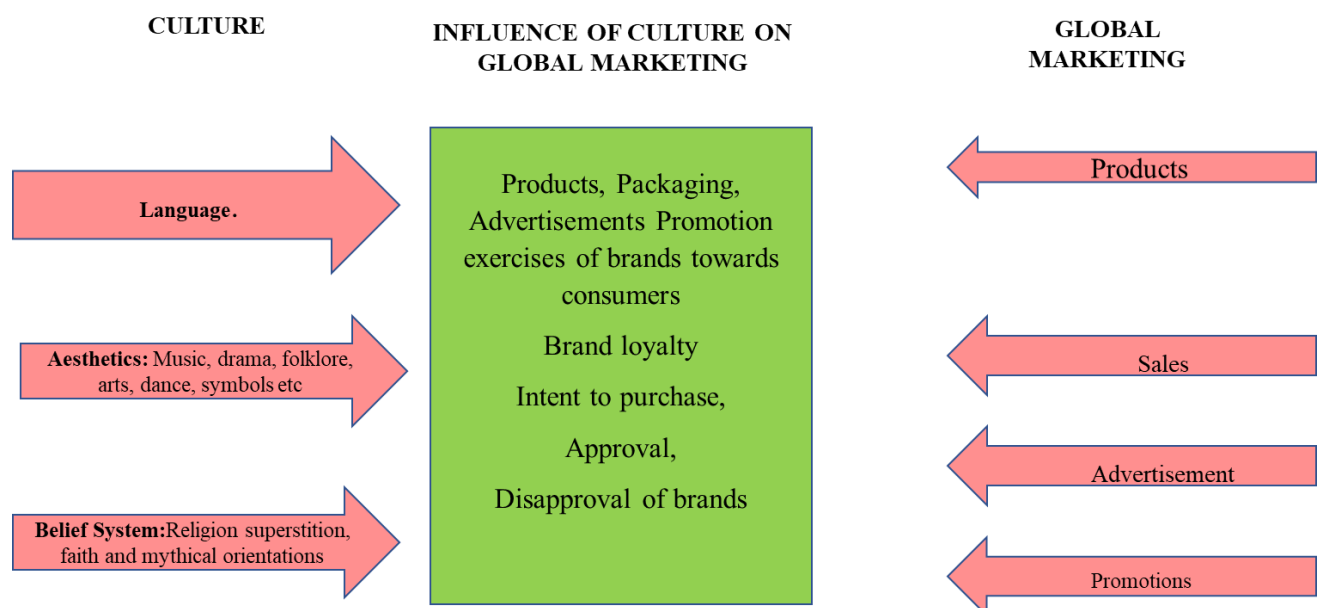
Table 2. Conceptual Framework

S/N	CONCEPT	DEFINITION	OPERATIONALISATION
1	Culture	The total of all the rules, laws, techniques, beliefs and artefacts that define a certain section of the human population or the shared programming of the mind (Luthans and Doh, 2009)	Language: Means of communication Belief System: Religion superstition, faith and mythical orientations Aesthetics: Aesthetics include elements like music, drama, folklore, arts, dance, symbols etc
2	Global Marketing	The performance of an organization's activities as regards, pricing, plans and approaches aimed at providing goods and services to	Products Sales Advertisement Promotions

consumers scattered in different nation for profit (Cateora, Graham and Salwan 2010)

3	Influence of Culture on Global Marketing	How culture determines global marketing strategies	Products, Packaging, Advertisements Promotion exercises of brands towards consumers Brand loyalty Intent to purchase, Approval, Disapproval of brands
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Figure 5. Conceptual Framework



In the diagram above, culture as discovered from the literature review is a wholistic and overarching concept, however, the most important component of culture which influences global marketing is language, belief systems, and aesthetics. The research will thus interrogate which of these components the TCCC adopts in its marketing strategies in Nigeria. The researcher will critically evaluate these components and make conclusions on the magnitude and relevance of TCCC's global marketing strategies in Nigeria, thus fulfilling the Research Objectives One.

For Research Objective Two which seeks to investigate the influence of culture on global marketing, the researcher will investigate the role of culture on (add), this will be used to access the extent to which specific components of the Nigerian culture determines the methods TCCC adopts in its development of products and promotion of its products in the Nigerian market.

In achieving research objective three, the researcher will focus on the challenges experienced by TCCC in its marketing strategies, challenges that occur from cultural differences and desires will be investigated

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Overview

This chapter contains the research methodology which is the overall methodological framework for the conduct of this research. The research methodology is designed using the qualitative methodological tools; hence all aspect of the methodology is constructed to reflect the qualitative study. This chapter is essential as it provides all the basic frameworks adopted to achieve the research objectives

3.2. Research Philosophy

Research philosophies are specific assumptions that govern the process of acquisition of knowledge. They are specific frameworks that determine the scientific and empirical conduct of research and influence how knowledge is obtained (Beach and Rasmus, 2016). Research philosophies encompass several beliefs, norms, value, and patterns used by the researcher to gain Insights concerning a phenomenon, Collis and Hussey (2013), explain that the research philosophy is a collection of several epistemological and ontological underpinnings that ensure the proper and accurate acquisition of knowledge and enables the perseverance and documentation of knowledge for the benefits of the humanity. As such, research philosophies are important as they govern the acquisition of knowledge and also determine the nature of its interaction.

There are two types of research philosophies i.e positivism and interpretivism. Positivism emphasises gain8ng knowledge through observation, measurement, and the study of variables through empirically testable tools. Positivism dwells on the objective analysis of facts therefore it tries to analyse and establish the correlation between variables. Interpretivism on the other hand is more subjective in its analysis as it emphasizes the study of human relations as well as socially constructed human dynamics. Considerable differences exist between the two, however, this study adopts the interpretivism philosophy.

Franklin (2012), explains that interpretivism philosophy focuses on the study of individuals, their inherent characteristics, and their relationship with the environment. Thus, humans cannot be studied in a purely objective manner as human beings are dynamic and subject to change, thus different interpretations can be given to issues. Thus, Gall (2007), notes that interpretivism philosophy seeks to get in-depth understandings and detailed explanations of humans in relation to various phenomena at a different point in time.

Table 1 explains the interpretivism philosophy, according to its views in reality, what constitutes acceptable knowledge, the importance and roles of research values, as well as the type of methodology, adopted.

Table 3. Interpretivism Research Philosophy

VIEWS ON REALITY	WHAT CONSTITUTES ACCEPTABLE KNOWLEDGE	ROLE OF RESEARCH VALUES	TYPES OF METHODS
<ul style="list-style-type: none"> • Complex and Rich • Socially constructed through diversities of experiences • Multiple meanings, interpretations, realities. • Flux of processes, experiences, practices 	<ul style="list-style-type: none"> • Theories and concepts too simplistic • Focus on narratives, stories, perceptions and interpretations • New understandings and worldviews as contribution 	<ul style="list-style-type: none"> • Value-bound research • Researchers are part of what is researched, subjective • Researcher interpretations key to contribution • Researcher reflexive 	<ul style="list-style-type: none"> • <u>Typically</u> inductive. Small samples, • <u>Indepth</u> investigations, • qualitative methods of analysis, but a range of data can be interpreted

Source: Adapted from Gorard (2013)

The table above details the interpretivism philosophy, from the section of views on reality and what constitutes acceptable knowledge, it can be explained that interpretivism philosophy seeks to understand and interpret human behaviour in relation to specific variables i.e how specific variables influence human behaviour (Gorard, 2013). Thus, within business research, the interpretivism philosophy will critically investigate the impacts of several variables such as organizational structure, work environment, reward systems, and its influence on human behaviour. Thus, interpretivism philosophy is adopted because it provides the necessary tools for analysis to be made on the influence of culture and how it affects global marketing strategies and also consumer purchasing behaviour. Global marketing is a socially

constructed reality; thus, it falls within the ambit of the phenomenon which interpretivism studies. The interpretivism philosophy thus offers the researcher the proper values, methods, and principles to study culture and global marketing strategies, therefore providing an in-depth and clearer understanding of the two.

The interpretivism philosophy has received several criticisms for its inability to generate purely objective findings which is not manipulatable by the researcher, Saunder et al (2012), note that the subjectivism of the philosophy thus makes it inaccurate for empirical studies. In countering this Creswell (2013), note that the interpretivism philosophy is essential in getting in-depth and detailed explanations of phenomena which though might be manipulatable but is also useful in studying humans as they operate within the society, based on this, interpretivism is used in this study, as pure objectivism is not possible while studying human behaviour.

3.3. Research Approach

The research approach involves all processes adopted to ensure that all components of the research is properly integrated (Franklin, 2012). It enables the logical and coherent study of the problem, thus ensuring that authentic and genuine answers to the research are reached. The research approach considers the systematic method of harmonizing the research objectives, conceptual framework, research methodology, and research findings. Thus Creswell (2013), explains that the research approach provides the blueprint to integrate the research objectives, strategy, methods of data collection, and method of data analysis. Gall (2007), explains that the importance of the research approach is in its logic and coherency which enables the researcher to harmonies every part of the research, thus preventing ambitious and less comprehensible research findings. Furthermore, the research approach is

important because it prevents weak, unconvincing, and irrelevant research findings that can severely undermine the validity, credibility, and reliability of the research (Franklin, 2012).

Beach and Rasmus (2016), note that several types of research approaches exist, however, this study utilizes the inductive research approach. This approach studies socially constructed realities. It emphasizes the role of the social world rather than the natural world. It also records, analyses, and interprets data in order to uncover deeper meanings to human behaviour as well as the significance of human experiences.

In marketing research, the inductive approach enhances the study of patterns of behaviour of individuals in relation to specific variables, thus drawing conclusions on the relationship of the two. Thus, inductive approach moves from specific to general, by observing relationships, analysing patterns, and making conclusions of these variables. This approach is relevant to the study as it enables the analysis of patterns and relationships between culture and global marketing strategies, thus enhancing conclusions on how the total way of life of Nigerians influences the global marketing strategies of Coca-Cola.

3.4. Research Strategy

The research strategy puts both the research philosophy and approach into motion. It enables the researcher to successfully implement both the research approach and the research philosophy. The research strategy is thus important as it enhances and enables the useful merger of both research philosophy and approach, therefore, aiding the researcher to complete the study. Two types of research strategy exist; qualitative and quantitative strategy. Quantitative research relies on numerical variables and data, which it uses to quantify, measure and gauge the relationship between variables. The quantitative strategy is often used in trying to establish the relationship between variables or test hypothesis. On the other hand, The qualitative research strategy deals with narrative and more documented sources of data.

The qualitative research focuses on sourcing data through conversational and open-ended communication; thus, it excels in understanding, thoughts, perceptions, behaviours, and opinions of individuals regarding several phenomena which is what behavioural scientists focus on. The qualitative research strategy allows for in-depth study of individuals thus probing and questioning motivations, opinions, and feelings, thus can enhance marketing research as the understanding of how target audiences take decisions is necessary for making decisions and conclusions

Creswell (2013), note that the qualitative strategy was important in revealing the behaviour/perceptions of a group of people concerning particular issues, it also was essential in studying individual reactions and changes in consumption patterns due to certain variables. Franklin (2012), furthermore, qualitative research helps understanding complicated issues, by going in-depth and unravelling the intentions, motivations, and opinions, qualitative research can uncomplicated complex societal issues as relating to the manifestation of variables. The figure below provides the characteristics of the qualitative research strategy.

Figure 6. Qualitative Research Strategy



Source: QuestionPro (2013)

From the above diagram, the justification of using the qualitative research strategy in this study is explained. The research seeks to understand the influence of culture in global marketing strategies, culture is a complex phenomenon that contains many components, thus analysing the role of culture particularly as it influenced consumer behaviour and thus marketing strategies of companies cannot be successfully achieved while using quantitative mediums, thus in-depth and detailed explanations are necessary, the qualitative interview will therefore enable the researcher to understand the proper role of culture and the specific components which necessitates TCCC to adopt certain global marketing strategies. The qualitative strategy also goes in line with the inductive approach and interpretivism

philosophy which enhances and influences the understanding of patterns and making tangible and authentic conclusions.

The qualitative strategy has been criticised for its inability to analyse causality, its lack of statistical representativeness, and inability to make generalizations. Gorard (2013), also criticised the strategy for being anecdotal, biased, and lacking vigour, these limitations, however, will not affect this research as this study does not seek to make generalisations but study in-depth and detailed influences that culture has on global marketing. Furthermore, such in-depth analysis cannot be achieved using statistical representation but through conversational data that determine intentions, motivations, and inner convictions, furthermore, in responding to the criticisms that the qualitative research design lacks rigor, Saunderson et al (2012), note that when carried out properly using credible research tools and methods of analysis, qualitative studies provide reliable, valid, credible and in-depth conclusions which can rival that of the quantitative strategy, thus this research adopts the qualitative research strategy.

3.5. Research Timeframe

Two types of research timeframe exist, cross-sectional and longitudinal, the cross-sectional research timeframe is adopted for this study. The cross-sectional timeframe studies a specific population at a specific point in time, thus drawing their opinions about issues. The timeframe selects its population based on their relationship with the variables under study (Collis and Hussey, 2013).

Most marketing research is cross-sectional studies; this is because it is used to determine the prevailing characteristics of a population or the influence of specific variables on the population at a particular time. Culture and global marketing strategies can be studied using cross-sectional studies by understanding key motivations behind cultural elements that

influence customer decision to patronize a specific brand and how companies react to these cultures thus providing products that stimulate consumers into action. Furthermore, a cross-sectional study enhances the study of multiple variables at a particular point in time. Culture consists of several variables as discussed in the conceptual framework, culture consists of language, norms, values, belief systems, aesthetics, etc. All these components and their influence on global marketing are studied at a specific point in time. The cross-sectional timeframe is therefore essential to understanding all the elements of culture within the specific time allotted for this research.

3.6. Sources of Data

Two types of data are adopted for this study:

3.6.1. Primary data

This data is collected first-hand from the research participants, it is direct and factual, therefore it is considered the most important type of data (Creswell, 2013). The primary data is highly recommended for qualitative studies, in research such as this, the primary data is used to answer the research questions, it is the most accurate form of data, it offers the researcher the opportunity to investigate what parts of culture is considered by TCCC in its global marketing strategy to Nigeria. This research uses the primary data to get in-depth and detailed data concerning the influences of culture on global marketing, furthermore supporting critical analysis on the subject matter.

3.6.2. Secondary data

Secondary data exists as already available information in books, journals, and articles. It is used to support findings of the primary data and also make comparisons of similarities and differences in existing studies. In incorporating secondary data into this research, the researcher carefully analysed all secondary data to ensure that they avoid bias and

sentimental reporting. Furthermore, Secondary data is used to buttress and support findings made from the primary data.

3.7. Participants of the Study

Since the study focuses on the culture and global marketing strategies of TCCC, persons who are well versed in global marketing strategies of Coca-Cola, as well as consumers of the product, are chosen as participants of the study. The manager of one of the branches of TCCC in Nigeria, two lecturers of global marketing, and four consumers of Coca-Cola in Nigeria were sampled for this study, thus seven participants are used for this study. All participants are recruited based on free will, they had their consent forms filled to authenticate their willingness to participate in the research.

3.8. Sampling Techniques

The researcher recruits participants through the convenience sampling method. The researcher approached TCCC in Nigeria, with a request letter seeking their consent to grant an interview session. This was accepted, the researcher proceeded to offer the manager the consent form. Also, the same steps were used in recruiting the global marketing lecturers and other consumers of Coca-Cola products in Nigeria.

3.9. Instrument of Data Collection

The researcher uses interviews to collect data, the interview is a one-on-one conversation between the researcher and the participant, where a set of questions are asked and the participant responds. The researcher documents the responses. The interview excels in getting a deeper understanding of phenomena as they relate with each other, the interview also allows the researcher to probe the responses from the participant, thus getting richer and deeper insights. The semi-structured interview is adopted for this study, the semi-structured

interview provides a set of questions that the researcher asks and gives room for open-ended answers from the participant.

3.10. Method of Data collection

Data was collected using online interview platforms such as zoom and Skype calls. Since the researcher is in Ireland and participants are in Nigeria, the researcher was unable to physically meet participants due to distance barriers. Zoom and Skype calls were necessary for conducting interviews and recording responses from participants. The researcher also made use of a research assistant who resides in Nigeria, the assistant helped in recruiting and conducting interviews.

3.11. Method of Data Analysis

The thematic analysis is used for this study, the thematic analysis involves the grouping of information under specific headings known as themes, this enhances the understanding of research findings as well as explanations. There is yet to be a universal framework for carrying out the thematic analysis, however, scholars like Creswell (2013); Beach and Rasmus (2016) have proposed five steps that involve;

- i. Transcribing of interviews; here the researcher listens and transcribed interviews to get an understanding of the data
- ii. Developing codes from the variables of the conceptual framework
- iii. Creating themes based on most occurring codes, codes that have more data attached to them become the most important themes
- iv. Discussing findings and synthesis with secondary data.

The above methods are thus adopted in analysing the data of this study.

3.12. Ethical considerations

Ethics are important in the conduct of research, as they ensure the credibility as well as the validity of the study, thus it is prudent for researchers to adhere to research ethics. The study adheres to research ethics especially concerning the safety and willingness of participants; thus, participants were not compulsory to take part in the research, furthermore, the researcher provides a consent form for the participants to authenticate their willingness to participate in the research. The participants were further convinced that they had the freedom to withdraw from the study at any time they felt. Other ethics which the researcher adhered to are; right acknowledgment of intellectual property, absence of data falsification, and accurate data management process.

3.13. Validity and Reliability

In ensuring the validity and reliability of this study, the researcher adopts the pilot studies and member checking. Pilot studies were conducted with two of the research participants, several errors were identified and were corrected before the real study was conducted. Member checking was also used, the findings of the research were shown to the research participants to authenticate that what the researcher documented was accurate documentation of their opinions.

CHAPTER FOUR

DISCUSSION OF FINDINGS

4.1. Introduction

This section contains the presentation, analysis and discussion of findings based on interviews conducted with six participants. Participants were recruited via judgmental and convenience sampling. The table below provides details of participants. For security purposes, only the initials of participants are documented.

Table 4. Participant Biodata

S/N	PARTICIPANT	CATEGORY	YEARS OF EXPERIENCE
1	AA	General Manager of TCCC, Kaduna branch	25 years
2	BT	Marketing Manager TCCC, Kaduna branch	10 years
3	CQ	Director of Advertisement and Promotions, Kaduna branch	8 Years
4	HP	Consumer of Coca cola product	Over 10 years of consuming Coca-Cola
5	EV	Consumer of Coca cola product	Over 5 years of consuming Coca Coca-Cola
6	MT	Consumer of Coca-Cola product	Over 7 years of consuming Coca-Cola product

The interviews were transcribed, collated and synthesised based on their relevant responses. Relevant responses were compiled into themes, three themes were discovered, with several associated findings. The findings generally depict the use culture and its influences on the global marketing strategies of The Coca Cola Company (TCCC)

4.2. Discussion of Findings

4.2.1. Theme one: Components of Culture used by TCCC in Global Marketing Strategy in Nigeria

This theme identifies and explains the specific components of culture TCCC uses in its global marketing strategy in Nigeria. Culture has several components, each possessing several influences on marketing, promotion, advertisement, and brand loyalty. Thus, this theme discovers specific components of culture which TCCC integrates into its marketing strategy. The interview results reveal that TCCC incorporates three basic components i.e language, belief system, and aesthetics.

a. Findings One: Language

Language involves communicating or passing messages across from a sender to recipient; thus, it plays an essential role in information and dialogue (Darley, Luethge and Blankson, 2013). The use of is important to TCCC in its global marketing strategy. AA notes that:

“Language is important, as, without it, there is no strong connection between you and the local populace. We at Coca Cola ensure to integrate language in especially our advertisement as without good integration of language we cannot hope to connect positively with the target population”- AA

In a similar view, BT expresses that:

“Language serves as a means of integration, thus using language in advertisement, posters, billboards, and banners signifies the integration of the brand with the host community.” -BT

A cardinal point discovered from the two responses is the ability of language to integrate and connect the brand with the host populace; this is particularly true, as Daramola and Oyinade, (2015), study revealed from the literature review that communication plays a central role in developing strong relationships amongst individuals. Thus, if brands can carefully use culture, they can create greater levels of connection with customers, therefore, influencing their loyalty and patronage. Furthermore Abdin (2020), in the literature notes that brands must have a good grasp of culture, using it carefully in different situations on different adverts to foster a transactional relationship between brands and customers.

In probing further how Coca Cola has used languages in their marketing strategy, CQ notes that:

“Language itself is a tool that has much power, especially in persuading individuals. Through strong and tactical use of language, we are able to persuade people, especially youths, to patronise our products. You are aware that the most consumers of Coca-Cola products in Nigeria are the youths, and there is a growing rate of adoption of pidgin English amongst the youths. It is like the official language that every tribe in Nigeria understands. We use pidgin English mostly to target youths, who are very keen on popular words pidgin words”-CQ

CQ in the above notes that language is used for persuasions, expressing that “pidgin English” is an effective way of persuading Nigerians to buy Coca-Cola products. However, A. A makes a better explanation citing an example of how language is used for persuasion

“Like the ad Broda do good, we recorded an astronomical rise in sales after the ad, the ad was just to portray Coca Cola drink as invigorating the body, due to the heat of that present time in Nigeria. So, we used the ad Broda do good, which is the pidgin language for something that is beneficial to the body. After that, we recorded high sales.”- AA

The above implies that adding specific elements of language can resonate intrinsically with consumers, therefore spurring their purchase intentions. The use of language for persuasion is a field not explored in detail by previous studies. Findings from the literature review did not

specify the use of culture for persuasion. Thus, this is a significant and new finding of this research. The value of culture cannot be overemphasised, as revealed from the participants, language is an essential way of communicating, integrating, and communicating with the target audience. By integrating culture into specific ads, TCCC shares experiences, and events with the consumers; this increases the positive relationship between the brand and consumers. This finding is in tandem with Durmaz (2014); Ghani (2014); Ghauri and Cateora (2010), who expressed that the careful use of language creates a stronger bond between brands and consumers, as beneficial messages are passed across to consumers in the language they understand.

b. Finding two: Belief System

The belief system incorporates faith, mythical orientations, religion, and superstition (Ghauri and Cateora, 2010). It also includes norms and society values (Durmaz, 2014). This study discovers that while belief systems are an essential part of culture, TCCC leveraged specific gaps in the belief system of Nigerian consumers, therefore increasing its marketing of goods.

AA narrated one crucial discovery

“We discovered that certain brands used components as religion, faith, etc. in their marketing strategies. We wanted to do something different, so we thought of other parts of the belief system that can be incorporated into our marketing. We discovered that Nigeria is polarised along religious lines; this is a gap in religious lines, so we decided to promote unity through several ads such as share Coca Cola with”- AA

In the above, HP talked about exploiting the gaps in the existing belief system to enhance sales of goods. For example, Nigerian society is polarised along ethnic and religious lines; TCCC used the “share Coca Cola” ad to bridge the gap in unity. Thus, portraying Coca Cola as a product that brings peace and unity to Nigerians. By doing so, TCCC exploited the existing gap in a fundamental aspect of Nigerian society to promote its goods.

The use of belief systems to enhance sales has been researched by Cleverland et al (2017); Daramola and Oyinade (2015). These scholars noted that global brands that took cognisance of religious, mythical, and societal values had enhanced sales because belief systems are significant determinants of purchase intentions. As a result, consumers are more likely to buy products that satisfy their belief system (Gao, 2013). Furthermore, Adejumo (2014), expresses that it gives an assurance to consumers that brands respect their values, norms, and superstition.

While the above scholars discussed the relevance of belief systems, a new discovery is exploiting gaps in belief systems. AA noted that TCCC exploited the gap in unity, therefore creating an ad that unites Nigerians, further increasing sales. In probing if the “share Coca Cola with ad” resonated positively with consumers, further increasing their patronage of Coca Cola drinks, the interview was conducted with certain consumers of Coca Cola products. They narrated the impact of the ad

*“The ad was interesting and amazing, yes I felt the need to purchase Coca Cola products especially as it had my name on it, I decided to look for someone else who shares my name”-***EV**

*“Well, the ad was interesting I felt like the Coca Cola brand connected specifically, and deeply with me, yes I will say indeed it spurred me to purchase Coca Cola”-***MT**

From the responses of EV and MT it is evident that the “share Coca Cola with ad” was a “big hit”, as it increased the sales of Coca Cola products from 13 million bottles per day to an estimate of 15 million per day. This authenticates earlier arguments by Cateora, et al (2010); Cleverland et al (2017), that brands that incorporate belief systems into marketing activities increased consumer loyalty and likeness for the particular brand.

Figure 7. Share Coca-Cola Ad, with names of Nigerians from different tribes, depicting Unity.



Source: Coca-Cola Brochure 2019

Another component of the belief system which Coca-Cola considered in ads is the value for mothers. Though patriarchal, Nigerian culture respects the place of mothers, especially within the home (Adejumo, 2015). TCCC thus developed an ad that focuses on respect and value for mothers. “Mama Di Mama” ad was an ad that depicted the essence of mothers in managing and uniting the home. This ad was considered a hit and ranked 3rd place on Nigeria’s monthly best adverts (Guardian life, 2018). AA narrates the influence of the Ad:

“Yes, mama di mama was a significant ad that increased sales of the product. It was a successful one. Several people I know in government kept calling and appreciating the use of the ad. We recorded an increase in sales even in core areas where we had formerly recorded low sales” -AA

EV expresses the influence of “Mama Di Mama” ad on her,

“It was good to see an ad that valued motherhood and its essence, especially in keeping the home united, in Nigeria where a lot is said about the father, this ad shows that mothers are important as well. It is good to have a brand that values the what people value the most” - EV

EV's response, "it is good to have a brand that values what people value the most," intensifies the importance of belief systems to global marketing. Companies that elevate belief systems can sculpt positive behaviours towards their brands, further influencing how consumers purchase their products (Cateora, et al, 2010). Furthermore, since there is a strong relationship between moral, societal, and religious standards on traditional attitudinal behaviours, it thus follows that it is significant in shaping marketing communication, therefore creating a favourable or unfavourable perception about brands.

Figure 8. Coca-Cola Mama Di Mama Ad



Source: Coca-Cola Brochure 2019

c. Finding Three: Aesthetics

Aesthetics is the part of culture that manifests in music, drama, folklore, dance, clothing, etc. These play a significant role for global marketers. Daramola and Oyinade (2015), expresses that consumer use aesthetics to interpret the standard and values of commodities. An understanding and careful use of elements like music, dance, clothing, etc., are significant for advertisement, packaging, and product promotion exercises. This research discovers that the most element of aesthetics adopted by TCCC is clothing. AA narrates:

“Every culture has its particular dress codes, patterns, colours, and materials. We do our best to incorporate these into our ads, as dressing is very sensitive in Nigeria. Using different dressing styles in our adverts shows that we love and respect the culture of our consumers; therefore, they can love our brand as well”-AA

Two things are taken from AA’s response “love and respect”, thus in his opinion, the use of dressing codes in adverts shows that TCCC loves and respects the Nigerian culture; therefore, the consumers can reciprocate the love. This means that considering elements of culture specifically dressing, can boost consumers' love and respect for a particular brand. This was the focal point of Darley et al (2013), argument in the literature review. They expressed that cultural element, especially those that can be seen like aesthetics, increased the respect and love consumers had for a particular brand; this was based on a mutual feeling that “people like those who like them and respect those who respect them”. Furthermore, using these aesthetics shows that the brand approves of a particular culture; thus, consumers should have a similar feeling for the brand (Cleverland et al, 2017).

BT revealed another reason why dressing plays an important role in TCCC marketing strategy,

“Clothing, dress codes, colours etc. are visual, being visual they play a strong role in creating visual pictures, therefore constructing ideologies, perceptions and innate feelings

about our brand, we, therefore, incorporate a significant part of Nigerian culture to ensure that we create an ideology of love, respect and value for our products by satisfying the average Nigerians desire on culture”- BT

A link can be observed between AA and BT’s response; the link is image forming and ideology development. Since dressings are more physical, visual display of dress codes creates images retainable in consumers’ memories, further developing ideologies and perceptions about brands. This collaborates Daramola and Oyinade (2015), argument that since advertisements were made to persuade or cajole consumers into purchasing products, consumers remembered what they see better than what they hear, thus if an ad contains people wearing culturally offensive dressing, it creates a negative ideology and perception amongst viewers. However, the opposite was achieved if brands display good use of dress codes.

The interviews suggest that TCCC is aware of the importance of dressing to ad; thus, they adhere to culturally acceptable dressing codes.

Figure 9. Muslim Dress Code Promoted by Coca-Cola.



Source: Coca-Cola Brochure 2019

4.2.2. Theme Two: Influence of Culture on Global Marketing Strategies in TCCC.

Culture significantly determines the outcome of global marketing strategies. Cleverland et al (2017); Daramola and Oyinade (2015), emphatically note that culture can promote or undermine the acceptability or dislike for a company. Through adopting specific cultural components, the TCCC has created a name for itself in Nigerian society. This research discovers that the major influence of culture on TCCC is creating an acceptable brand.

a. Finding one: Creating an Acceptable brand

Perhaps the most important influence of culture on global marketing strategies of TCCC is the creation of an acceptable brand. TCCC is the most patronised soft drink in Nigeria, with over 13 million sales daily, 7000 outlets, and 5,000 employees. The use of culture has created widespread acceptability for TCCC in the Nigerian market. AA explains this:

“In Nigeria, there is no brand that has the name or acceptability of Coca Cola; we are accepted in every area of the society and every region. This is shown by the perception and loyalty we get. A lot of Nigerians are loyal to our brand; we have hotels that daily purchase Coca Cola goods. Also, top restaurants as Chicken Republic, Tantaliser, and Dominoes pizza have formed an alliance with us to constantly supply Coca Cola drinks, if you go to these restaurants you will not find any other product apart from Coca Cola”-AA

From the above, AA ranks the acceptability of the Coca-Cola brand in terms of purchase and patronage; thus, the TCCC has experienced high patronage of its drinks in Nigeria due to its acceptability. This is in tandem with Daramola and Oyinade (2015), argument that the use of culture increases brand acceptability, increasing the patronage of its goods. This is because consumers have a better link with brands representing and taking interest in cultural values and norms. Incorporating several areas of culture enhances the love, respect, and connection that consumers have with the brand (Cleverland et al, 2017). These go further to shape their purchase behavioural pattern, thus increasing their desire to patronise a brand (Gao, 2013).

While AA’s response explains the acceptability and the results of acceptability on Coca Cola, BT explains how Coca strategically uses culture to increase its acceptability amongst Nigerians.

“We strategically use the power of culture in our adverts to influence the perception Nigerians to have for our brand. Through series of campaigns that have cultural values and undertones we can relate with different cultures in Nigeria at different times, thus creating a brand that is loved by all”-BT

BT’s response in the above depicts the relevance of being strategic in the use of culture; thus, purposefully integrating culture into ads is essential in developing an acceptable brand. This implies that Coca-Cola deliberately excludes offensive components of culture. In contrast, it promotes the desired parts of culture.

The strategic use of culture is an area that receives less research attention, with researchers not thoroughly discussing it. However, this is a finding attributed to this research; the strategic use of culture is what creates an acceptable brand by purposefully promoting

cultural values. Jiang and Wei (2012), explain that brands that were promoting cultural values receive widespread acceptance within the society, as they show their integration into the society. Furthermore, promoting cultural values increases the possibility of warding negative perceptions about a brand and creating new and positive ones.

In probing the specific elements of culture that increased the acceptability of TCCC in Nigeria, the research discovers that belief systems were the most important and widely incorporated element that increased the acceptability of TCCC in Nigeria; this was mainly done through upholding societal norms, values, myths, and religion and also promoting other absent values like unity and peace. CQ explains better:

“A fundamental cultural strategy used by us is promoting the value of Christmas, Ramadan, and other cultural and religious adhered values in Nigeria. You know Nigerians are very keen when it comes to Christmas, Ramadan, Sallah, and other religious festivals; what we do is to create beautiful ads that depict the beauty and essence of these festivals, that way we can connect better with the Nigerian people, therefore, increasing the acceptance of our brand”-CQ

CQs response in the above implies that upholding and presenting the importance of cultural or religious festivals is essential in creating an acceptance for brands. This is substantiated by Ahmed et al (2014), that consumers are passionate about affairs relating to religion or culture, especially in countries with a high rate of religious tolerance. Therefore, promoting the importance of such cultural and religious activities resonates positively with consumers, giving them a perception that the brand respects their religious beliefs, further increasing the brand's acceptance. See Appendix D for photos

Another important area, as noted in the first finding, was the exploitation of gaps in belief systems. As explained earlier, Nigeria is polarised across religious and ethnic lines. Therefore, a company that bridges the gap by promoting unity, love, and peace is bound to be acceptable amongst the populace. AA explains:

“In Coca-Cola, we believe in the one Nigeria project; thus, our ads depict unity, love, oneness, and uniqueness of each culture. By promoting the one Nigeria project, we successfully have gained acceptance from the government and also society members; you see, even if we have a goal to make money, if the society is not in peace and unity, we will not make that money; we make it a cardinal point to promote tolerance, peace, and unity”-AA

From the above, Coca-Cola gains acceptance in Nigeria by exploiting the gap in culture and attempting to fill this up. As AA rightly noted, the absence of peace and unity in the society creates insecurity which was a threat to business; thus, it is relevant that TCCC promotes peace. It is worthy to note that TCCC has some of its biggest investments in the African continent in Nigeria (TCCC, 2015), a breakdown of peace, law, and order was detrimental to its operations. This accentuates the value of the environment to business, and culture is a significant part of the environment (Darley et al, 2013).

Figure 10. Coca-Cola Promotion of Nigeria’s One Nation Project.



Source: Coca-Cola Brochure 2019

A significant aspect in promoting peace and unity by brands was discussed in the literature review by Durmaz (2014), he notes that in a heterogeneous society, brands try to disassociate themselves with visual aspects of culture such as dressing and language to avoid being

perceived by other members of the society as supporting a particular culture. The researcher probed this argument and discovered that though it was true, TCCC evolved strategies to go around it.

“Most of our ads are in pidgin English or pure English; by doing this, we remove the perceptions that we favour a particular tribe or culture over the other, as pidgin English and pure English are widely spoken across all areas Nigeria. When you see us using ethnic language, we use all the major languages in Nigeria and incorporate them into a single advert, like the share Coca Cola with ad. For religion, we use specific ads for specific religious festivals. Therefore, we are careful to use religious accepted dress codes in ads”- AA

The above response by AA reveals that TCCC was aware of the cultural heterogeneity of Nigeria; therefore, adopting the above strategies limits the perception that it favours one culture over the other. This increases the widespread acceptance of the Coca-Cola drink from all tribes, religions, and sections of the country.

4.2.3. Theme Three: Challenges Facing TCCC in Global Marketing in Nigeria.

Culture is a sensitive element; thus, several challenges can ensue if it is improperly used. The literature review documents series of challenges associated with the improper use of culture for global marketing. This research discovers certain challenges with specific reference to TCCC operations in Nigeria

a. Finding one: Challenges associated with Language

As explained in the literature review, language is an essential element of culture; it enhances the communication between individuals and further creates integration and connection (Gao, 2013). Thus, the relevance of the appropriate use of language cannot be underestimated in global marketing. With the use of language brands can connect appropriately with their target market, thus increasing patronage and sales. Therefore, it means that with improper or less use of language brands cannot connect with their target market and increase their sales. This is a significant challenge Coca-Cola faces. AA explains this challenge better:

“Nigeria has three major languages, as you know, pidgin English is just a pseudo-language which though has widespread understanding if you compare the population of those who understand pidgin and those who don’t you will see a significant gap exists, the use of pidgin, therefore, causes a barrier to us as we cannot effectively connect with those who do not understand it especially the illiterate population”-AA

AA suggests that the number of people who do not understand pidgin English is high; thus, TCCC cannot connect with these people since its adverts are mainly in pidgin English. Therefore, it limits the extent to which the brand can cause awareness, patronage, and sales.

BT Also explains the extent to which this challenges Coca Cola operations:

“We have a lot of people that only understand their indigenous language, using pidgin English hinders us from connecting to these people. We adopt pidgin English to limit the perception that we favour a section of the country above the other; however, this hinders us from reaching more people, increasing the brand awareness and also increasing sales”- BT

CQ response also reflects the barriers using pidgin English poses to the operations of TCCC:

“We have most of our bottling factories in areas that do not understand pidgin English, the immediate environment of the business is to be the first target of the business, but we record less sales from the immediate environment due to the inability to connect with the local population”-CQ

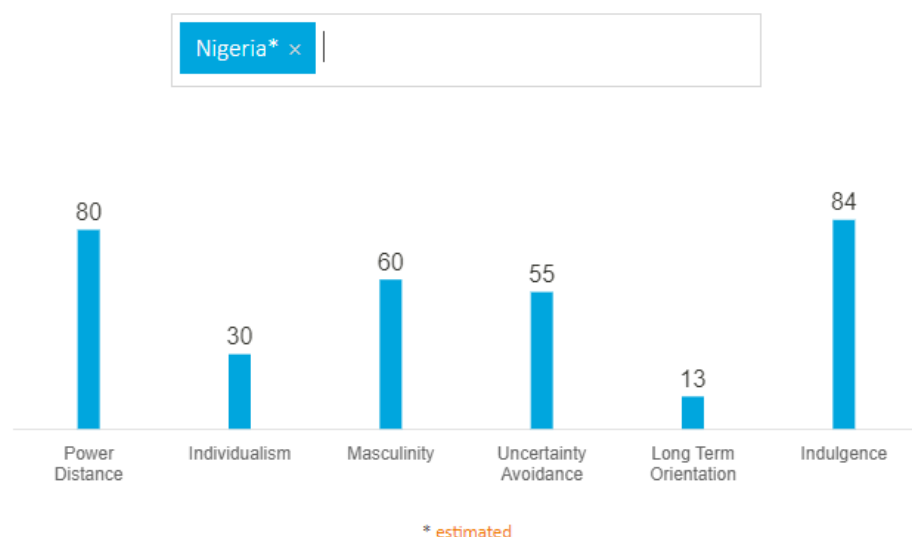
From the responses of AA, BT, and CQ, TCCC faces a language barrier in Nigeria. TCCC cannot use other local languages like Hausa, Yoruba, and Igbo in its ads due to fear that this will create a perception that it favours one culture. However, adopting this strategy short-changes TCCC as it is forced to mortgage a higher market. This proves the relevance of language in connecting and integrating with consumers, increasing sales and patronage of goods. As noted earlier, the use of language enables brands to communicate with consumers, thus, persuading them to purchase products (Antunes et al, 2013). Furthermore, language is an essential determinant of consumer behaviour; brands can create a perception of credibility, trustworthiness, and cultural sensitivity using language. This can boost sales of a product (Ghani, 2014). Due to the cultural heterogeneity of the Nigerian society, TCCC cannot

maximally exploit the use of language, therefore increasing its sales. Though this finding is on the negative side for TCCC, it further bolsters the importance of language to global marketing.

b. Finding Two: Challenges associated with Depiction of Masculine values.

The Hofstede theory postulates the relevance of culture to global marketing. By taking cognisance of elements of the Hofstede theory, global companies can tailor marketing strategies to fit the dominant culture, thus benefiting immensely from the market (Cleverland et al, 2017). Thus, by using the Hofstede theory, companies can adequately strategise their ads, products, marketing campaigns, and promotional exercises, therefore, increase sales (Antunes et al, 2013; Ghani, 2014). However, the research findings have proven that this argument is false, especially in Nigeria. Based on the Hofstede cultural index, Nigeria ranks high on masculinity; therefore, according to Hofstede, it thrives on masculine values like success, competition, wealth, and influence (Larsen and Echeverria, 2019).

Figure 11. Nigeria's ranking on Hofstede theory



Source: <https://www.hofstede-insights.com/product/compare-countries/>

Therefore, TCCC focused much of its ads on masculine values to maximise its potentials in the Nigerian market. However, the company received unfavourable results while pursuing this strategy. Several participants discuss the reason.

“Yes, Nigeria is structured predominantly on masculine values; however, majority of its active population are women; by portraying masculine values we had a majority of our sales coming from males, and less from females, this from our research was a poor performance, as we have a goal of reaching everyone regardless of being male or female”-AA

AA opinion was that the portrayal of masculine values over Coca-Cola ads made it seem like a male-related product, thus leading to low sales from the female population, contrary to its values, goals, and mission. BT explains further and highlights some significant factors associated with depicting masculine or feminine values

“The display of masculinity in our ads is perhaps one of the biggest mistakes we made; we were running at a loss from the onset; this is because a majority of the Nigerian population are females, we must integrate them and find out ways to develop their patronage of our goods. This is why we had to create the Mama Di Mama ad, which helped us win the love of many women and increase their patronage of our products. The idea was to create a balance between male and female values”- BT

BT’s response reveals that companies can be affected by depicting values contrary to what is obtained in society, reducing product sales and patronage (Gao, 2013). As seen in the case of Nigeria, the female population did not feel connected to the Coca-Cola brand due to its constant portrayal of male values. This gave females the impression that Coca-Cola is a male-centred product; thus, there was no need to purchase the product. This implies that values and the way they are portrayed can significantly affect consumer behaviours; this collaborates with Daramola and Oyinate (2015), argument that note the acceptability of a product amongst a population is determined by the type of value it portrays. A significant change was

witnessed when Coca-Cola decided to share more female value in its ads; this further authenticates the earlier explained argument.

The above finding gives credence to the Hofstede theory on its ability to explain the acceptability or unacceptability of a product as already discussed in the literature review (Darley et al, 2013; Ghani, 2014). However, a significant finding of this research is the need to balance both values and population. For example, depicting masculine values did not increase the sales of Coca-Cola drinks in Nigeria despite being a society with strong masculine inclinations because the majority population was not masculine. Thus, companies need to balance population and value, thus ensuring that they satisfy both the majority population's ideological disposition and the predominant societal value.

c. Finding three: Promoting a Perception of Laziness and Less Hard work

The Hofstede theory is relevant to this study. It is the most adopted and most popular cultural theory that explains how brands adopt culture in their global marketing. Thus, it becomes central to this study to prove the relevance of the Hofstede theory and identify weaknesses. A central finding of this research that contradicts the Hofstede theory is on the indulgence index. According to Hofstede, Nigeria is high on the indulgence index, meaning it is concerned more with social events, pleasure, relaxation, etc. However, this is not the case. The depiction of fun, pleasure and enjoyment in Coca Cola ad may resonate with the youths which are its target population, however from more advanced sections of the society (especially generation X), most of Coca Cola ads wrongly depicts the Nigerian society as

favouring less work and exalting laziness and indulgence of impulses. One of the generation X participants explains this;

“Nigeria is a country that emphasises hardwork; the government does not do much for you, there are no social plans, privileges, and benefits from the government. So, you need to work hard, and be wise in spending money, but the way Coca Cola depicts our society it is like is all play and no work, and worst they target these ads to the youth, this has a way of shaping their mindset, thus, making them feel you can be successful in life without hard work”- MT.

AS also disproves the promotion of the indulgence value by Coca Cola

“I do not approve of the way Coca Cola depicts the values in the society, yes some of their ads are very catchy and interesting; however, the majority make it seems like enjoying all day is the way to go”- HP

The majority of the cultural values which Coca-Cola shares through its ads contradict what is available in Nigeria. The above responses can be based on the reliance on Hofstede theory, which depicts Nigeria as a society that carves to satisfy its impulses, while in reality, it does not. This is a central criticism of the Hofstede theory as discussed in the literature review. Furthermore, the disapproval of the way Coca depicts the Nigerian society by Generation X consumers is why Diet Coke i.e., made for older people, is not largely patronised in Nigeria (Hassan and Abubakar, 2014). See Appendix D for photos

4.3. Overall Discussion

The research makes some intriguing findings concerning the research subject matter; some findings are new, while some support what is discussed in the literature review. Overall, the findings of the study complement rather than contradict what is discovered in the literature review. A significant discussion in the literature review was the role of language in integrating and connecting brands to customers. Cleverland et al (2017); Ghauri and Cateora (2010), explains that the good use of language can create a stronger connection to brands, as language enhances communication of goals and intentions to the target audience. This research discovers that TCCC uses language to create a stronger connection between the

brand and its customers, resulting in greater purchase and patronage. The research goes ahead to discover that language also aids in persuading consumers. Thus, this makes language a significant determinant of consumer behaviour. It is evident that with the effective use of language, brands can communicate certain values to their target population; hence, increasing the relationships and purchase of brand products, just as TCCC was doing in Nigeria. Despite this, the research discovers that the use of language by TCCC was limited due to its inability to use official native languages in Nigeria. As explained earlier, this was because of the heterogeneity of Nigerian society. While this finding gives us the potency of language as a marketing strategy, it also shows that language can be challenged, especially in a heterogeneous society.

Another essential research finding is exploiting gaps in culture, societal norms, and values and filling up these gaps; this was a significant strategy used by the TCCC. For example, the company discovered that Nigeria is divided across ethnoreligious lines; thus, it portrays unity and peace in its ads. Furthermore, it portrays the relevance of women in its ads. This authenticates that taking cognisance of belief systems enhances the acceptability of brands (Gao, 2013; Ghani, 2014).

The TCCC's widespread acceptability has resulted in three dynamic results; increase in sales, loyalty, and positive perception. As noted within the findings, Coca-Cola is the most sold soft drink in Nigeria, with over 15 million sales per day; the brand can connect deeply with consumers through its strategic and targeted use of culture. These show the potency of culture in global marketing. The research finding further reveals that the strategic and purposeful use of culture is relevant for marketing success. Thus, companies can gain greater brand awareness and achieve goals on sales by considering certain aspects of culture and strategically developing ads that promote such cultures.

4.4. Summary of the Research Findings

The research findings are briefly highlighted below:

- i. Language usage by TCCC enhances the connection, integration, and persuasion of its target audience
- ii. TCCC exploits gaps in Nigeria's belief system to enhance its brand acceptability.
- iii. The widespread acceptance of Coca Cola drink enhances its sales, positive perception, and loyalty
- iv. In ads, TCCC balances predominant masculine value with the majority feminine population, as previously focusing on ads based on the masculine values resulted in low sales from the Nigeria's major female population.
- v. The portrayal of Nigerian value as indulgent to enjoyment, relaxation, and fun by TCCC is false, as Nigerians prefer hard work and delayed gratification.

CHAPTER FIVE

CONCLUSION

5.1. Implications of the Research Findings on the Research Objective

This research aimed at discovering the role of culture on global marketing, focusing on the operations of The Coca Cola Company, and its marketing of Coke drink. Culture is the total way of life of a group of people; it contains significant aspects as beliefs, languages, ideas, and ideological inclinations. Culture is constantly used by global brands such as Apple,

Samsung, Rolex, etc., to develop products for specific markets, thus increasing sales and patronage. Thus, this research focused on Coca-Cola and its marketing activities in Nigeria. Nigeria is the most populous black nation in the world, with over 1000 distinct cultures (Adejumo, 2015). The country has a liberalised economy which encourages the flow of foreign direct investment. Thus, Coca-Cola has an active presence in Nigeria, where it manufactures, bottles, and sells its drinks. The cultural diversity in Nigeria makes the research on how TCCC integrates components of culture to enhance the sales and patronage of its goods pertinent. Cultural differences in Nigeria range from clothing, language, ideologies, values, and norms. These present a significant challenge for TCCC as incorporating all these elements of culture to achieve its goals on sales, brand awareness, and marketing is perceived as complex. Therefore, this research sought to investigate how TCCC manages to incorporate components of the Nigerian culture to enhance its operations in the country. To achieve this, three research objectives were drafted. The following explains the implication of the research findings on the research objectives

5.1.1. Research Objective One: To investigate the components of culture used by TCCC in its global marketing strategy in Nigeria.

This objective was drafted based on the arguments of Naghi and Para, (2013); Hart (2014); Gupta and Santhosh (2017), who revealed that companies in their global marketing incorporate different aspects of cultures. Thus, this research objective sought to identify the specific components used by TCCC and their impacts on its marketing strategies. The research found out that TCCC used language, belief system, and aesthetics. The majority of these were used through ads. Thus, ads contained elements of the Nigerian language, belief system, and aesthetics. What then is the implication of this research finding? Culture itself is a strong factor; the careful use of culture can create stronger relationships between brands and consumers. The visual aspects of culture create a lasting effect on the consumer. The ability

of TCCC to visualise culture using ads creates lasting memories on consumers; hence, communicating, connecting, integrating, and persuading them to patronise Coke drink. This collaborates with Cleverland et al, (2017), who find that visualising culture enhances a brand's ability to communicate experiences, events, trust, love, and respect. This creates a perception amongst consumers that their culture is loved by the brand, further reciprocating the action by patronising the brand. This research reveals that by portraying and visualising key elements of Nigerian culture, TCCC created a positive perception of love, peace, and unity, further increasing its loyalty amongst consumers.

5.1.2. Research Objective Two: To investigate the influence of culture on the global marketing strategies of TCCC in Nigeria

The arguments of Naghi and Para (2013); Ocansey and Enahoro (2014), informed this research objective; according to these scholars, culture can significantly undermine or promote the acceptability or dislike for a brand. Thus, this research investigated the influence of culture on TCCC's global marketing. The research found that the overall impact is the effectiveness of culture to create an acceptable brand. Indeed, TCCC was acceptable in Nigeria; it is the most patronised brand and has major alliances with top restaurants and fast-food vendors. This was hinged on its strategic use of culture. The research revealed that the strategic use of culture enabled TCCC to develop solid ads and storytelling campaigns that promoted core values in Nigerian society. This enhanced the success of the company by boosting its loyalty, patronage, and sales. This finding implies that culture will have less influence on marketing if it is not strategically used. Hart (2014), notes that developing strategies and integrating them into the marketing mix is essential for business success. TCCC has been able to strategically use culture in its marketing mix, especially on its target audience. Thus, global brands need to strategically adopt culture by designing ads, products, or prices to fit existing norms and societal values.

5.1.3. Research Objective Three: To discover the cultural challenges facing TCC in its global marketing in Nigeria

Naghi and Para (2013) note that culture can benefit brands; however, misusing culture can severely affect brand awareness and patronage. This research objective aimed at investigating the improper use of culture by TCCC and its associated problems. Though the research did not discover the improper use of culture by TCCC, it discovered certain challenges the company faced in relation to culture, especially as influenced by Hofstede's theory. The research discovered that TCCC could not effectively use native languages but focused on pidgin English due to the heterogeneity of Nigeria. Furthermore, the research discovered that TCCC focused its ads on popular masculine values in Nigeria, which did not resonate with the majority female population, thus leading to low patronage. This research finding is significant, as it depicts a weakness in Hofstede's theory. Based on Hofstede's research Nigeria is a masculine society; however, it has a predominantly feminine population; the promotion of masculinity in Coca-Cola ads thus resulted in low patronage of the product amongst the major female population. This implies that promoting predominant values in the society may not always be successful, especially when there is a difference between predominant values and the major population, as seen in Nigeria. Therefore, it is prudent for brands to strike a balance between predominant values and the major population.

Overall, the research findings imply that culture exerts a strong influence on global marketing; thus, brands should consider specific aspects of culture and strategically integrate its components, increasing its awareness, acceptability, and patronage.

5.2. Contributions of the Study.

The essence of every research is to contribute to knowledge either by improving on existing knowledge or adding new knowledge. This research has achieved both. Firstly, the research improves on knowledge by emphasising the relevance of culture on global marketing of brands, thus explaining the need for global brands to consider culture in their marketing strategies. Secondly, the research adds to knowledge by discovering the role of language in persuading consumers to purchase products. Previous research noted the use of language in communicating, connecting, and integrating consumers with brands. However, this research notes the importance of culture in persuading consumers. Secondly, the research discovers that brands can exploit gaps in existing cultures, norms, and values and create a unique personality that resonates with the particular society. Just as TCCC does in Nigeria, the company exploits the gaps in polarisation of the society by developing ads that portray love, oneness, and unity of the country. This creates strong acceptability of the company amongst Nigerians. Thirdly, the research discovers that brands need to balance predominant value and the major population, thus enjoying the benefits of portraying popular values and connecting with the dominant population. Also, this research revealed the essence of the strategic use of culture for global marketing. Finally, this research authenticates the criticisms of Hofstede theory of culture. Mooji (2010), note that a country's position on the Hofstede theory may be false when empirically investigated; this is true from this study, as Nigeria ranks high on the indulgence index while in reality it is in the restrain dimension. Solely adhering to Hofstede's dimension may be misleading to global brands. Therefore, brands need to make proper research on popular culture before strategising.

5.3. Limitations of the Study

The study's basic limitation is in the methodology adopted. The research used the qualitative research strategy, which collects data from interviews. The interviews excel in collecting in-depth and detailed data; however, it does not collect broad data; thus generalisation is not obtainable while using qualitative research. Furthermore, the lack of a representative population limits the research finding to a particular context, case study, or timeframe; thus, the research findings could differ if broader or elaborate studies are conducted especially when using a representative sample.

Also, geographical location limited the research, the researcher could not travel to Nigeria to source data, hence relying on Skype and Zoom to conduct interviews. Again, this limited the research as researcher could not physically connect with participants, further soliciting more robust data.

It is worthy to note that none of the above affected the research results, as the study was conducted using empirical methods.

5.4. Recommendations for Practice.

Based on the research findings, the following is recommended:

- i. Brands should strategically use culture in their marketing endeavours. Strategically using culture, especially by making it a determinant factor in the marketing mix, enhances its chance of greater success and achievement of marketing goals.
- ii. Brands should strike a balance between predominant values and the major population in the society. This enables brands to portray the predominant value in a society, therefore benefiting from it and connecting with the country's major population.

- iii. Brands should conduct market research on culture before drafting out strategies for marketing. Solely relying on theoretical models as the Hofstede theory, can be misleading.
- iv. Visualising components of culture is essential in marketing. Brands should endeavour to visual culture; this creates a greater connection between the consumer and the brands.
- v. Important elements of culture as language, belief system, and aesthetics should be incorporated into brands' marketing strategies, which increases the potentials for marketing success.

5.5. Recommendations for Future Research

Based on the limitations of this study, the following are recommendations for future research

- i. Future researchers should conduct quantitative studies using representative samples. Quantitative studies collect more robust and broader data that are essential in making generalisations. Thus, researchers using quantitative methodology can effectively make generalisations concerning culture and impacts on global marketing.
- ii. Researchers can also study specific elements of culture and ascertain their influence on global marketing. This will develop more focused research findings essential for drafting marketing strategies.
- iii. Researchers can study the influence of culture on gender, thus identifying which gender is more susceptible to cultural ads and other promotion strategies.
- iv. Future researchers can investigate the validity of this research by seeking to discover if claims made are authentic; this will add value to the entire research process.

5.6. Overall Conclusion and Reflection

Culture is an important element in global marketing. This research revealed that culture increases a brand's acceptability, thus increasing its patronage, loyalty, and perception. However, it is significant to note that culture itself rarely plays a role in determining products, especially with global brands like Coca-Cola. Coca-Cola has a uniform product across the world. However, the difference is its marketing strategies; thus, global marketing can be enhanced by considering components of culture and visualising these components through advertisement and promotional campaigns.

The researcher gained significant knowledge by conducting this study. Previously, the researcher lacked the technical expertise and knowledge to carefully integrate relevant tools and data to produce a sophisticated study. However, this has changed; the researcher has achieved significant knowledge in research methodology. Also, the researcher experienced several challenges, especially in data collection, however with the help of a professional supervisor, such challenges were easily surmounted.

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Appendix A: Interview Schedule

Purpose	Content	Time
Introduction and warm up	<ul style="list-style-type: none"> - My name is Oladayo Ajala, and I am a student at National College of Ireland. I am doing a research on INFLUENCE OF CULTURE ON GLOBAL MARKETING: CASE STUDY OF THE COCA-COLA COMPANY, NIGERIA - So, I am interested in your opinions. There is no right or wrong answers so just be honest, and everything you say will be recorded anonymously. - Before we start, can I run through this consent form to make sure everyone is happy with what's going to happen today. <p><i>Run through consent form and get it signed.</i></p> <ul style="list-style-type: none"> - How long have you studied the Coca Cola Company? - Do you have sufficient knowledge on TCCC? - I'm I permitted to record this interview? 	10 ins
RO 1: To investigate the components of culture used by the TCCC in its global marketing strategy in Nigeria	<ol style="list-style-type: none"> 1. How will you explain TCCC's use of language in its global marketing strategies in Nigeria? 2. Does TCCC take into cognizance the belief System of Nigeria in its global marketing strategy in Nigeria? 3. Is the aesthetics of Nigerian culture used by Coca-Cola in its marketing strategy in Nigeria? 	15 ins

RO 2. How does culture influence the global marketing strategies of TCCC in Nigeria?	<ol style="list-style-type: none"> 1. Does elements of Nigerian culture (language, belief system and aesthetics) impact on Coca-Cola's development of products for the Nigerian market? 2. Does elements of Nigerian culture (language, belief system and aesthetics) impact on Coca-Cola's advertisement of products? 3. Does elements of Nigerian culture (language, belief system and aesthetics) impact on Coca-Cola's promotions of products? 4. Will you say Coca-Cola's incorporation of Nigerian culture influences you to make purchases of the product? 5. Does Coca-Cola's incorporation of Nigerian culture lead to the approval or disapproval of brands 	15 min s
RO3. What are the cultural challenges facing TCCC in its global marketing in Nigeria?	<ol style="list-style-type: none"> 1. Are there cultural challenges TCCC faces in its marketing strategy in Nigeria? 2. How can these strategies be solved? 	
Conclusion	<p>Thank you very much for your time.</p> <p>This has been very interesting. Do you have anything else to add before we close? Anything you think we've missed?</p>	5 min s

Appendix C: Consent Form

I Abdulrahaman Abdullahi voluntarily agree to take part in this research study.

I understand that I am not obliged to take part in this study and that my participation in the study is entirely voluntary.

I understand that I am free to withdraw from the study at any time or refuse to answer any question without the need to provide reason and without fear of negative consequences.

I understand that my responses will be anonymous

I understand that in the case of completing an anonymous questionnaire, it will not be possible to subsequently withdraw my data since there will be no personally identifying information attached to my responses.

I understand that I will not benefit directly from participating in this research.

I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

I understand that signed consent forms will be retained for some time until the exam board confirms the results of their dissertation.

I confirm that I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study with satisfactory answers provided.

I confirm that I have read and fully understood the information provided and statements above.

Name & Signature of research participant

Abdulrahaman Abdullahi



Date: 18/07/2021

Appendix D: Pictures

Pepsi Chinese Adverts



Source: Gao (2013)

Coca-Cola Nigerian Christmas Ad



Coca-Cola Ramadan Ad



Coca-Cola depicting indulgence of impulses in ads

