



**RESEARCH PAPER**

**The Strategic Role of Translation in Enhancing Cross Cultural Marketing in Advertisements**

**<sup>1</sup>Fahad Abbas and <sup>2</sup> Abdul Ghaffar**

1. M. Phil Scholar, University of Education, Lahore, Multan Campus, Punjab, Pakistan
2. Associate Professor of English, Division of Arts & Social Sciences, University of Education, Lahore, Multan Campus, Punjab, Pakistan

**\*Corresponding Author:** [abdul.ghafar@ue.edu.pk](mailto:abdul.ghafar@ue.edu.pk)

**ABSTRACT**

The present paper aims to examine the role of translation as an effective strategy in cross cultural advertisements. It investigates how different global companies align their advertisements to the indigenous languages and cultural norms of a specific country. This strategy transcends the simple use of translation that is considered literal translation. Rather, these companies not only adapt foreign language of the advertisements to the indigenous language but also synchronize it to the cultural values, beliefs, presumptions, and requirements of the local end users. The researchers have taken the varied advertisements from four main brands related to cosmetics, beverages, food, and daily use consumer commodities. The researchers have also highlighted the fact that the strategic use of translation is significant in constructing the identity of the brand and users' perception across the world. The research draws upon Eugene Nida's theory of dynamic equivalence and the Skopos theory to analyze the role of translation in cross cultural communication of the advertisements. The findings of the paper reveal that the role of translations not only facilitates the multinational advertisement companies to communicate necessary information effectively but also plays pivotal role in establishing human bonding, promoting diversity and inclusiveness. Subsequently, this type of effective translation ensures the world wide success of the advertisements of their brands in diverse cultural and linguistic contexts.

**KEYWORDS** Cross Cultural Marketing, Cultural Adaptation, Localization, Cultural Transcreation, Translation

**Introduction**

Since the brands of different global companies have their users across the world, the display of their advertisements must be culture, language and region specific along with English as an international language. This demands effective translation, knowledge of proper marketing strategies and cultural consciousness. In Foster's words (1958), translation may be described as transferring the meaning of a specific linguistic message from one language into another one. It is the process of shifting the linguistic items of one language into another language with an equivalent form. Literal translation often fails to grasp and express the accurate emotional and cultural concepts of a specific language. Consequently, this type of translation affects the success of a brand and customers' perception.

The alternative use of dynamic translation means something beyond the simple conversion of language from one language to another language. It also includes the concepts like localization and transcreation that guarantees the appropriacy of the material according to the presumptions of the target audience. However, the advertising companies experience different issues in projecting their proper image in line with the indigenous users' expectations. These issues also relate to the shift in users' behavior and cultural barriers, changes in the message of advertisements, and resource constraints. This study aims to study the role of translation as a business tool in enhancing the competitiveness and effectiveness of multinational firms' marketing activities across countries, focusing on real-

world examples of social media, TV commercials, brand logos, product logos, and billboards. This study, therefore, sets the stage to demonstrate the importance of Translation as a business tool in reaching out to audience from different cultural and linguistic backgrounds. It seeks to check how many of the organizations that are active in many areas employ the services of translation not only as a way of translating languages but also as a way of creating the desired emotional and cultural connection with the customers that they are targeting.

## **Literature Review**

An overview of the significance of translation in international commercial transactions is discussed by Franklin and Wilton (2000). According to the authors, despite the globalization of business activities, people of the world cannot fully understand organizations and businesses across cultural boundaries; thus, translation can facilitate global communication. Franklin and Wilton support their argument by pointing out that translation is not only a technical activity and a tool but also a business decision that calls for culture-specific knowledge together with an understanding of its importance and operative channels in the new market. Translation is defined as an act of articulation that occurs in a context where there is a denial of conflicts and differences. In this light, translation is not just a simple operation of merely shifting words from one language to another. Instead, it concerns cultural differences that may exist between the two languages in consideration. Since the world is more interconnected today, it is equally important for firms to undertake cultural marketing, as many companies are venturing into the global market (Sakai, 2006).

Cross cultural communication on the other hand, refers to the overall approach that firms deploy in communicating and transacting business with consumers of a different culture. For this purpose, it is essential to identify and understand different culture. For this purpose, it is essential to identify and understand different cultural groups 'values, perceptions, and behavior and thereafter align marketing activities with the identified parameters. This can include branding, advertising, product development, and other strategies about marketing (Burton, 2008).

A good cross-cultural marketing plan not only enables companies to navigate these challenges but also helps them to create significant relationships with new audiences. The strategic role of cross-cultural marketing is to change marketing strategies to fit cultural norms, values, and customs (De Mooij, 2010). Hofstede (2011) stated that the specific strategies based on the advanced marketing in the particular community will influence the degree of customer engagement and take- up rate greatly.

Bringing ads to diverse markets is not simply about local language rewrites or some cultural adaptation. In addition, it is about mental and psychological transformation. Taking an ad, rewriting it in a Target Language, and purposefully tweaking its overall theme and style can help improve the work. Translators should make their decisions based on how popular a film is with the target audience, rather than other factors (Ho, 2014). In accordance with the findings of Abulhassan (2014), a successful translation is one that accurately conveys the ideas, structure, and cultural characteristics of the original text. A successful translation is not only clear and fluent, but it also contains idiomatic expressions. There are three primary processes that any translator who begins their work in the field of translation is required to go through. These processes are the examination of the syntactic and semantic structures of the source text, the transfer from the source text to the target text, and the redesigning of the underlying form of the transmitted text. According to House (2015), advertising translation implies engagement with two distinct cultures and needs to be approached as an intercultural activity. If company fail to notice these variations, then brand might seem untrue or even look like it is dictating its way of life to the local people, which can be mistaken for imperialism. Meanwhile, embracing these differences in translation can help a brand include everyone and earn their trust.

Elements like rhyme, rhythm, and alliteration have a similar effect in adverts as they do in an ad's home market, and the more these are used correctly, the more the ad attracts the audience and influences them. The process of translation largely depends on culture because it is the main channel for interconnected networks of many areas of life. The message given by an interpreter is affected by cultural differences between the languages in use (Al-Tameemi & Farhan, 2020). McDonalds has employed the adaptation technique as it sustains localized menus and marketing material in every foreign country it operates in. McDonalds also adapts its appealing message to the Indian market due to its vegetarian population and other consumption restrictions. McDonalds has been able to appeal to Indian consumers and distinguish itself from its rivals and competitors by adopting the tutorial that culturally appropriate translation enhances competition advantage (Rugman & Collinson, 2020).

Cross cultural marketing, often known as ethnic or multicultural marketing, is defined as marketing using specialized strategies in different cultural groups. In the aspect of cultural rights, there is a need for the business firms to be diplomatic to the consumer in the various marketing places in the world markets. Also, it is also inevitable that the businesses should have awareness of the existence and the working of the international market as well. Consumers' cultural rights are yet another category of rights that should not be trampled on in any way possible (Tuleja, 2021).

According to Sharma (2024), companies that localized their sites by using high-quality translations in their area had a 27% higher chance of retaining their customers than those that used generic English sites. It shows that adaptation is as important to a business strategy as it is to language usage. Using local words and expressions enables companies to fit their message to the culture, seem genuine to customers and maintain their trust in the long run, resulting in strong market position.

## **Material and Methods**

The study employed a qualitative research approach and aimed at exploring the nature and the effects of translation strategies on consumers' perception, involvement, and loyalty cross culturally. Using the qualitative research approach is an ideal way of analyzing because the chosen study enables the researcher to explore, not only complex and subtle processes but also the translation of the intended marketing messages and cultural relevance of the messages to the target audiences.

## **Data Collection and Analysis**

The process starts with the selection of worldwide and regional companies which are famous for their multilingual advertising campaigns. These advertisements are collected from business's online platforms such as the official websites, billboards, social media platforms, Facebook, Google, Instagram, and YouTube. The researcher kept a record of the advertisement to develop database for this. The researcher performed the analysis of the Implementation of the Translation based on the gathered data. Some of the translation techniques used by the companies are direct translation, cultural adaptation, or localization; the researcher find out how these strategies are employed to target the audience the companies want to get a hold of. Using Nida's theory of translation as a main theoretical framework, which presents the ways in which the functional translation procedures influence the effectiveness of cross cultural advertising. The researcher has been able to understand how businesses use translation to appeal to many different people. This study has paid attention to the language and cultural nuances inherent in the advertisements. This involves the comparison of different sectors and various media, as well as the translation process and the different modes involved.

The theoretical frameworks are Eugene Nida's translation theory (1994), and Skopos Theory by Hans Vermeer. These are useful when translating advertisement content in different cultures. In cross cultural business communication, the most crucial exercise is not only to transmit information, rather it is to recreate the same emotional and convincing picture in other countries of the world as well as in translating it into different languages. That is why the dynamic and functional equivalence concepts that Nida came up with can contribute towards a further study of how brands are able to maintain the semantic, expressive and affective motives of the initial consumer relations manifested in advertisements. His theory factor in the need to consider psychological and cultural factors considering the target market when engaging in marketing crusades that span across the world.

Another crucial area of this study is focus on the identification of those modes which are integrated in the commercials. These aspects go beyond the simple translation and involve pictures, colors, symbols and all those elements that are crucial as a communication systems in marketing across cultures. Their significance cannot be overstated. The relationship between the text and the images and how they simultaneously function may also determine how a given message or information is received in different cultures. Thus Skopos Theory is strategically positioned as a certificate through which the modifications of non-verbal elements such as texts, colors, symbols. However, linguistic translation remains the core challenge even in the present day and age, and current marketing translation is not limited to words only but involves other semiotic modes that are deemed culturally valuable. This offers a better understanding which allows translators and marketers to make modifications and adaptations that are conscious and in harmony with the sense and vision that the given community expects to perceive.

## **Results and Discussion**

This study investigates how organizations maintain global brand identity while making their products culturally resonant, emotionally engaging, and contextually relevant for local consumers, guided by Nida's theory of translation and Skopos theory with an emphasis on focused purpose of the study. Cross Cultural marketing is the act of selling and communicating with the consumers regarding the products offered with the aim of serving the diverse customer base that has different cultural traits. During this study, four different categories of brands were used, from all of these various types of brands, this discussion demonstrates how cultural sensitivity, adaptation, and localization affect the several types of brands in different nations. Besides addressing the insignificance of the findings and a comparison with the goals and objectives of the research, this chapter also highlights such factors as patterns, difficulties, and prospects arising from the data.

## **Food Items**

Transcreation is often used in advertisements to adapt slogans and other marketing materials, as it helps to resonate with a specific cultural audience. It does not just mean the literal translation of words but it includes how to capture and preserve the essence, tone, and emotional influence of the original message and effectively communicate it to different regional groups of the end users.

One of the classic examples of creative translation in advertising is the adaptation of the well-known McDonald's slogan —I'm Lovin'It.

- In Spain, it became —Me encanta, which in English would be —I really like it. The fact is that Spanish-speaking consumers consider —love|| to be a very strong verb, so it would be inappropriate to use it in a slogan given this cultural nuance.
- In France, —I'm Lovin' It was replaced with C'est tout ce que j'aime', i.e. That's All I Love' in English translation. It's the way the French speak about things they like.

And for French-speaking residents of Quebec, Canada, the slogan was translated closer to the original –This is what I love.



Figure No.1 McDonald's

McDonald's has proved to be another best example of a company that can effectively manage its menu to fit the local taste buds and expectations of the international markets. India and does not denude it from a certain spiciness that is inherent in Indian taste buds, while on the other hand, the McRice Burger for Indonesia takes into consideration the importance of rice in the region and is incorporated in the product.

In fact, it was in this part of the world, namely the Southeast Asian region, that both of them originated from. These adjustments are not just a way of branding the product; instead, they evidence an effort to pay attention to the local food culture in this area and also to maintain the international character of the brand. In this concept, the company is in a position to embrace its culture and at the same time meet the requirements of the market needs of consumers, as this is one way through which the level of satisfaction that consumers have with the brand is boosted, and it also helps in fostering success of the brand (Vignali, 2001). Cultural untranslatability occurs when the elements in the source culture do not have the equivalent in the target culture. The cultural differences between two languages can be translated by an adaptation or a paraphrase (Dan, 2015).

In Beijing, China, the renowned fast food company, KFC, launched a grand promotional campaign to captivate the hearts and taste buds of the Chinese market. Little did they know that a seemingly minor error in translation would lead to a significant set-back? KFC



Figure No. 2 KFC

launched their advertising campaign, proudly showcasing its well-known slogan,—Finger-lickin 'good. However, in the process of translating this catchy phrase into Chinese, a costly error occurred. Instead of conveying the irresistible delight of savoring their food, the translation wrongly announced, —Eat your fingers off.

Chinese consumers were left confused and sickened as the unfortunate slogan began circulating across billboards, television screens, and social media platforms. KFC acknowledged the translation blunder and took the help of expert translators to accurately convey their food's appetizing appeal in the Chinese language.

## Beverages

Coca-Cola remains one of the most recognizable brands to date, and there is a special reason for it. They introduced the “Share a Coke” campaign that began in 2011 and quickly spread across the world and was declared as one of the most successful campaigns that they had ever embarked on. Customers were happy to see their own name or the name of their close one on the product, and this made them feel the product was created especially for them. Thereby, this made them feel much more comfortable using the product. On the other hand, in countries like Pakistan, where names like “Areeb”, “Uzma”, “Asif”, and “Mahnoor” are common, this personalization resonated strongly with local consumers, turning the campaign into a celebration of individuality and cultural identity.



Figure No. 3 Coca Cola

Through the use of personalization, the —Share a Coke|| ad was launched in the United States, and people could identify with it through names such as Chris, Sarah, Laura, Dan, or James. This was so achieved through targeting the emotional facet of the consumers. Since the names of people are easily recognizable, by so doing Coca-Cola created the cultural value of individuality, hence making them benefit immensely in the culture of the United States. This was done for the purpose of creating enthusiasm or special interest in consuming the products among the consumers.



Figure No. 4 Diageo

Diageo, a leading manufacturer of alcoholic beverages worldwide, has built an effective connection with the Quebec market through delivering unique marketing materials that appeal to the local population. To accomplish this, Diageo engages the services of LAT Multilingual to address the peculiarities of the language and culture of the customers in the region. Thus the process of translating such slogans translated from the English language into another language is quite a challenge. It is therefore important to note that transcreation is important in creative content.



It is imperative to provide the consumers, especially the French Canadians, with the most efficient brand experience possible. This entails ensuring that all the information that Diageo communicates is culturally appropriate, linguistically appropriate, and has the right appeal to the target consumer's emotions. When communicating with the target audience, such as French Canadians, Diageo can adapt the messages it sends to fit the culture of the audience. It is illustrative that every form of communication, including marketing and advertising to product descriptions, has to reflect their values and needs to represent a relatable goal. The ultimate focus, therefore, is to foster trust, attach consumer loyalty, and foster a healthier level of activity in this strategic customer segment.

In the early 1960s Pepsi came up with a new slogan "Come alive! You're in the Pepsi generation". This new Pepsi slogan, seemingly overnight, transformed a boring beverage into something nobody would be embarrassed to be caught drinking. These advertisements targeted the young and those who thought themselves youthful and quickly generated buzz, turning Pepsi into a hip, cool brand. The —Pepsi Generation, a simple slogan and advertising gimmick, turned the company upside down with a slew of television commercials and radio jingles filled with energy, quick pitches, celebrities, and parody.



Figure No.5 Pepsi Cola

## **Cosmetics**

In the global beauty market, cosmetics are not just about appearance, but also they represent cultural identity, personal expression, and evolving societal standards. As brands expand across borders, they face the challenge of engaging consumers whose expectations around skincare, makeup, and personal care are deeply influenced by local customs, skin types, fashion trends, and even religious considerations. Successful marketing in this sector depends heavily on the ability to communicate desirability, safety, and effectiveness through linguistically and culturally appropriate messaging.

Modulation is the process of relaying a particular message using a different interface in the language that is being transmitted than that in the language that is being received. It is a translation technique used in translation where one attempts to view the lines to be translated with a different perspective or tries to bring new light into the lines with a view of making it entirely natural in the translated language, as observed by Bosco in 2015. The left-behind fundamental concept was —Beauty is Our Right, which was implemented effectively to make cross-cultural advertisement changes to communicate with clients in India, Pakistan, and Bangladesh. This paved the way to the effective cross-cultural marketing that Lux pulled off. This was achieved through careful translation that prioritized meaning over literal word-for-word accuracy, culturally relevant visuals, and featuring beloved local celebrities like Deepika Padukone, Saba Qamar, and Bidya Sinha Saha Mim. By focusing on shared values of beauty and empowerment, using neutral yet evocative elements like music and visuals, and adapting to linguistic and cultural nuances, Lux ensured the message remained impactful across languages without losing its essence.



Figure No. 6 Lux

Dabur employs translation on its packaging as a strategic tool to reach a broader international audience. The inclusion of multiple languages, such as English and Arabic in this case, ensures that consumers in different linguistic regions can understand the product's benefits and usage. By doing so, Dabur not only expands its market presence but also builds trust among non- English-speaking customers. Many countries require product information to be displayed in their official languages for legal compliance, and brands that fail to do so may struggle to gain consumer confidence. Moreover, translation is useful in cultural adaptation, which means that Dabur can change its marketing message to suit the culture of the society. For example, for markets in the Middle East where people are inclined to use organic and natural products, translated into Arabic, the product credibility and reliability increase significantly.

The use of moments in the packaging of Dabur is a good example of the successful integration of traditional design elements combined with more modern approaches in order to create an image of a product that not only serves its purpose but also fits into the culture. This is evidenced by the fact that Ayurvedic components were also included to make the customers feel that indeed the product being offered is a natural remedy that has been in the market for a long time.

At the same time, the package design is relatively minimalistic and colorful, which makes the package itself look rather contemporary and could be easily accessed by the audience that is situated all over the world. Thus, by rolling out the latest technologies and integrating traditional features in its products, Dabur has the secret of maintaining the strong brand image and at the same time catering to the diverse demands of the market. Overall, the translation and proper use of colors, symbols, and themes that are employed in the promotion of Dabur Red Toothpaste are what have made this toothpaste famous in the global market. It easily attracts those consumers with a diverse cultural and linguistic background since everyone loves the beautiful appearance of a product or brand.



Figure No.7 Red Toothpaste



## Daily Consumer Goods

High indispensability products for people's daily requirements and desires that include mobile phones, cigarettes, automobiles, electronic devices, and many others are slowly becoming inevitable in the lives of people across the world. These items are sold to people of different and diverse characters, which makes the issue of communication across cultural borders all the more relevant. In such a case, these categories do not only entail accurate and precise translation but also shift into different areas. However, it must also be sensitive to cultural concerns, legal regulations or bodies, and political statements. Brand success, on the other hand, is determined by the ability to localize information while at the same time ensuring that the brand is recognizable anywhere that it operates.

The literal translation of the words used in Audi's advertising campaign could be considered as a conscious decision that was made in order to avoid misinterpretations, which are possible when translating such words metaphorically. Besides, this strategy could be considered as a sensible move intended to simplify the efforts of the company to sell itself to the foreign markets. Because Audi is a premium automobile brand, it places a strong emphasis on accuracy and technical sophistication, which is consistent with a motto that is straightforward and easily understood by everyone. Literal translation helps to keep the original purpose and tone of the communication across multiple languages, so minimizing accidental cultural misinterpretations that may develop as a result of localization.

According to the findings of research conducted by Alim (2021) on global brand translation strategies, businesses that have a significant presence on a worldwide scale, such as Audi, Apple, and Tesla, have a tendency to choose literal translation for technical and performance-driven marketing in order to retain clarity and accuracy. When it comes to Audi, the graphic representation of the vehicle and the charging station serves to visually reinforce the message, decreasing the need for language adaptation.

Since a good slogan contains a great deal of meaning and emotion in a very little amount of words, it is almost hard to translate it into another language. When it comes to product slogans, Apple is quite good at identifying the feelings it wants to evoke in its customers and then modifying those slogans throughout the translation process via transcreation. The corporation wants customers to get the impression that the iPhone 14 Pro is the model that is suited to the needs of highly skilled professionals. The phrase "Pro. Beyond" is used by Apple for their marketing efforts that are translated into English. From a linguistic standpoint, the translation of the English slogan into Spanish is not even possible in this particular instance. The name of the firm has been changed to "Pro. Muy Pro," which is a straight translation of the phrase "Pro. Very Pro." In point of fact, the Cantonese translation for Hong Kong is more similar to the English original, which is translated straight as "Beyond. Super Pro."



Figure No. 8 iPhone

For the occasion celebrating the United Arab Emirates' (UAE) 40th National Day, PUMA introduced a new shoe design that included the colors of the government's flag. At first sight, this seemed to be an excellent marketing strategy. What exactly is the issue? Within the context of Arab culture, the shoe featured a revered sign on an object that is seen as being excessively filthy. Puma did not want to create offense; nonetheless, since they failed to the cultural sensitivity that is associated with this emblem, they caused widespread offense, were forced to offer an apology, and were required to withdraw the shoes from shops.



Figure No. 9 Puma

Companies operating across borders must go beyond language translation to understand the cultural values, preferences, and sensitivities ingrained in local markets. The variety of language options, color symbolism, textual tone, and message structure demonstrates a purposeful attempt to craft material that connects emotionally and culturally with the intended audience. This procedure often requires a combination of strategies, ranging from maintaining semantic correctness to using innovative ways that express regional uniqueness. Each alteration in message delivery, whether via slogans, packaging, or visual signals, demonstrates the importance of translation in altering how goods are perceived, trusted, and consumed. Such approaches demonstrate that translation is more than simply a tool for comprehension; it is also a strategic role that fosters cultural familiarity and economic relevance, ensuring that global goods stay locally relevant and compelling.

## Conclusion

The findings reveal how multinational companies of different brands effectively use translation as a strategic tool in varied cultural settings. This means moving the concept of translation to an effective tool for making the message of their advertisements more appealing and colorful and thereby attracting more users. The companies use concepts like localization and transcreation to guarantee that the messages of their advertisements will be accepted and appreciated by the target audience. Since of this, the message becomes more interesting and relevant to the viewers in the local area, which is good to both sides since it benefits both parties significantly. Because of this, businesses are able to successfully express the value propositions that they provide while also taking into consideration the cultural sensitivities of the community in which they operate. By the use of multicultural marketing, proper selection of culturally-sensitive images, introducing products that are suited for the local market, marketing slogans, and taglines. Through these strategies, it is possible for the business organizations to develop good relationships with its customers, and expand its business within the international market segment. There are also some challenges different brands face when translating marketing materials for diverse cultural audiences like preserving a Brand's voice, Navigating Cultural Nuances, Balancing Global Consistency with Local Relevance, ensuring emotional resonance across cultures. For companies, this degree of introspection would not only help them communicate across cultures, but it would also help them connect in a meaningful and long-lasting way.

**References**

- Abulhassan, B. (2014). *Between English and Arabic: A practical course in translation*. Cambridge Scholars Publishing.
- Alim, S. (2021). Global Branding and Translation Strategies: A Comparative Analysis. *Journal of Marketing and Communication Studies*, 14(2), 45-62.
- Burton, Dawn. (2008). *Cross-Cultural Marketing: Theory, practice and relevance*. *Cross-Cultural Marketing: Theory, Practice and Relevance*. Routledge.
- De Mooij, M., & Hofstede, G. (2010). The Hofstede model: Applications to global branding and advertising strategy and research. *International Journal of Advertising: The Quarterly Review of Marketing Communications*, 29(1), 85-110.
- Foster, M. (1958) *Translation from in Farsi and English*. Arvand Translation Scholars Institute
- Franklin, Peter & Wilton, Antje. (2000). Cross-cultural marketing communication and translation. *Perspectives: Studies in Translatology*, 8, 249-265.
- Ho, J. K. K. (2014). Formulation of a systemic PEST analysis for strategic analysis. *European academic research*, 2(5), 6478-6492.
- Hofstede, Geert. (2007). Dimensionalizing Cultures: The Hofstede Model in Context. *International Journal of Behavioral Medicine - INT J BEHAVIORAL MEDICINE*. 2. 10.9707/2307-0919.1014.
- House, J. (2015). *Translation as communication across languages and cultures*. Routledge.
- M Al Tameemi, I., & A Farhan, M. (2020). *Phonological Problems of Translating English Advertisements into Arabic*. Farhan, Mahmood, *Phonological Problems of Translating English Advertisements into Arabic* (March 13, 2020). AWEJ for Translation & Literary Studies, 4.
- Narula, Rajneesh & Collinson, Simon & Rugman, Alan. (2019). *International Business*, 8th edition.
- Nida, E. A. (1994). The Sociolinguistics of Translating Canonical Religious Texts. *TTR*, 7(1), 191-217. <https://doi.org/10.7202/037173ar>
- Sakai, N. (2006). Translation. *Theory, Culture & Society*, 23(2-3), 71-78
- Sharma, Piyush. (2010). Measuring personal cultural orientations: Scale development and validation. *Journal of the Academy of Marketing Science*. 38. 787-806
- Tuleja, E.A. (2021). *Intercultural Communication for Global Business: How Leaders Communicate for Success* (2nd Ed.). Routledge.
- Vermeer, H. J. (2014). *Towards a general theory of translational action: Skopos theory explained* (C. Nord, Trans.). Routledge.
- Vignali, Claudio. (2001). McDonald's: "think global, act local" – the marketing mix. *British Food Journal*. 103. 97-111