

Insights from Project GLOBE

Extending global advertising research through a contemporary framework

Robert J. House

University of Pennsylvania

Narda R. Quigley

Villanova University

Mary Sully de Luque

Thunderbird School of Global Management

Numerous calls have been made for further application of the Project GLOBE cultural framework (cf. House *et al.* 2004) in the global advertising literature (e.g. Terlutter *et al.* 2006; Okazaki & Mueller 2007; Diehl *et al.* 2008b). Similarly, we argue that the present literature could benefit from greater inclusion of the cross-cultural theoretical framework and empirical findings from the GLOBE study to understand societal-level cultural variability between and among consumers across the world. This paper introduces and explores the major findings of the GLOBE study, then reviews the extant advertising literature that has incorporated aspects of GLOBE. Additionally, further application of the GLOBE framework is suggested that may help advance the advertising discipline. Five broad research questions are developed that are intended to guide future global advertising research.

Introduction

Coca-Cola, one of the most widely recognised brands in the world, launched a global integrated marketing campaign in early 2009 focused around its 'Coke Side of Life' theme. The Atlanta-based company invited its customers to 'Open Happiness' and rediscover the simple joys of life, a message that it hoped would resonate globally. While the outcomes of this particular campaign are still in question, it is clear that Coca-Cola's international brand recognition is an important asset that allows it to adopt a relatively standardised approach in advertising across cultures. Many

multinationals, however, do not have this level of brand recognition across international borders. As these firms expand from their home countries into foreign territory, a host of issues may arise, not the least of which is lack of cultural acumen as it relates to advertising. While research in the advertising area is striving to discern how societal-level factors shape consumers' responses to different advertising campaigns (e.g. Zinkhan 1994; Alden *et al.* 1999; Taylor 2005; Terlutter *et al.* 2005; Okazaki & Mueller 2007; Diehl *et al.* 2008b; Nelson & Paek 2008; Bu *et al.* 2009), the present literature may benefit from greater inclusion of the cross-cultural theoretical framework and empirical findings from the Project GLOBE study (cf. House *et al.* 2004). This framework may assist in the understanding of societal-level cultural differences (and similarities) between and among consumers across the world.

As Taylor (2005) noted, over the last few decades, published international advertising papers have been growing in frequency relative to other advertising topics. A challenge in this burgeoning field is to examine research questions that are both strategic and managerial in nature and that use appropriate samples, to continue to develop practically relevant suggestions for multinationals with meaningful scope and generalisability. Here, we argue that the Project GLOBE study may serve as a fruitful theoretical base from which international advertising researchers can design empirical studies and derive practical application. A number of scholars have already utilised fundamental GLOBE concepts in their own work (e.g. Terlutter *et al.* 2005; Diehl *et al.* 2008b). The purpose of the present discussion, therefore, is not only to relate more prominently the GLOBE study to the field of international advertising research, but also to show specifically how it may be theoretically relevant in the design of future empirical research. We begin by articulating the details of the GLOBE study and discussing its present impact on the organisational, cross-cultural and broader management literatures. We then review the extant advertising literature that has incorporated aspects of GLOBE and suggest ways in which the further application of GLOBE concepts and theory may help to advance this literature.

Project GLOBE: contributions to cross-cultural research

Introduction to Project GLOBE

Broadly, the GLOBE (Global Leadership and Organizational Behavior Effectiveness) research programme seeks to study the effectiveness of leadership behaviours in different cultural contexts. The GLOBE team of cross-cultural researchers collected and analysed data from approximately 17,000 managers from 951 organisations in 62 societies throughout the world. Research from the GLOBE project has, to date, produced two comprehensive volumes (House *et al.* 2004; Chokhar *et al.* 2007), and a number of journal articles and book chapters (e.g. Den Hartog *et al.* 1999; Javidan & House 2001; Quigley *et al.* 2005; House *et al.* 2006; Javidan *et al.* 2006b). As of 2004, more than 100 articles and book chapters had already been written on the GLOBE findings (House & Javidan 2004). The information presented in these outlets describes how each of the 62 societies scores on nine major dimensions of culture and six primary factors of global leader behaviours. Current analyses are addressing some of the original research questions regarding the effectiveness of leader behaviour across cultural context (see Waldman *et al.* 2006 for an example of ongoing research).

The idea for the GLOBE project initially surfaced through the first author in 1991, when questions regarding the universality (i.e. global applicability) of charismatic leadership began to emerge. After completing a review of the psychological, organisational culture and cross-cultural literature, it became clear that, to adequately study the relationship between societal culture and leadership, a comprehensive reconsideration of societal culture was needed. The first phase of the GLOBE project, therefore, was dedicated to the development of research instruments to assess both societal culture and leadership. The second phase was dedicated to the assessment of nine core attributes of societal and organisational cultures (i.e. nine dimensions of culture). Further, in this phase, scores from 62 cultures in our sample were ranked according to their societal dimensions, and hypotheses were tested about the relationships between these dimensions and organisational practices and culturally endorsed implicit theories of leadership. At least 170 social scientists and management scholars from countries representing all major regions of the world were

involved in the first two phases, and many of these researchers continue to be engaged in GLOBE's long-term, programmatic research goals. The third phase, currently under way, is dedicated to investigating the impact and effectiveness of specific leader behaviours and styles on subordinates' attitudes and firm performance (House & Javidan 2004). Although the comprehensive examination of societal culture in the first two phases of GLOBE was not the original goal of the project, the findings and theory that were developed have begun to be of some use to the international advertising research area (cf. Okazaki & Mueller 2007).

The GLOBE definition of societal culture

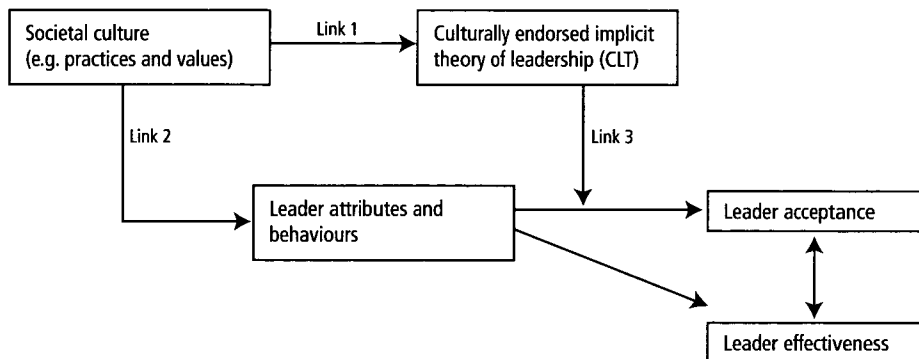
One of the first tasks of the GLOBE team of cross-cultural researchers was to arrive at a mutually agreeable definition for societal culture. A total of 54 researchers from 38 countries gathered in August 1994 at the University of Calgary in Canada for the first GLOBE research conference. During this conference, the following definition of culture was developed: culture is the 'shared motives, values, beliefs, identities, and interpretations or meanings of significant events that result from common experiences of members of collectives that are transmitted across generations' (House & Javidan 2004). We emphasised the 'sharedness' of the cultural indicators among members of a given collective and noted that the specific criteria used to distinguish among cultures (i.e. dimensions of culture) were likely to depend on the preferences and/or discipline of the investigator and the issues under investigation. As a result of our qualitative and quantitative investigation, in our operationalisation of culture, we determined that there were two distinct types of cultural manifestations that surfaced: cultural *practices* and cultural *values*. With respect to the former, practices were measured through middle managers responding to questions regarding 'what is' or 'what are' common behaviours or actions within a culture. This approach was developed out of the psychological and behavioural tradition of studying culture, which assumes that cultures should be studied as they are interpreted by their members (Segall *et al.* 1998). With respect to values, we built on the anthropological tradition of culture assessment (e.g. Kluckhohn & Strodtbeck 1961) and attempted to measure respondents' values regarding their reported ideal behaviour. Questionnaire items reflecting

values concerned judgements of 'what should be' common behaviours or actions within a given culture.

The GLOBE conceptual model

Several existing management and cross-cultural theories were integrated to develop the overarching theory that guided the GLOBE research programme (House *et al.* 1997). These included implicit leadership theory (Lord & Maher 1991), value-belief theory of culture (Hofstede 1980; Triandis 1995) and implicit motivation theory (McClelland 1985), among others. The central proposition of this overarching theory is that (1) the characteristics of societal culture that distinguish cultures from each other are predictive of organisational practices, and (2) the leader attributes and behaviours that are most frequently enacted are considered most accepted and expected in that particular culture (House & Javidan 2004).

Though there are many specific linkages presented in the framework of the culture and leadership model, we discuss three of these briefly here, as depicted in Figure 1. A fundamental concept in the GLOBE research programme was the culturally endorsed implicit theory of leadership (CLT), which we developed from the implicit leadership theory literature (Lord & Maher 1991). According to this literature, individuals have implicit beliefs, convictions and assumptions concerning the basic nature of leadership, as well as what distinguishes effective from ineffective leadership (Hanges *et al.* 1991; Lord & Maher 1991; Hanges *et al.* 1997; Sipe & Hanges 1997). GLOBE researchers anticipated that these implicit beliefs might be influenced by societal culture, creating a CLT. Thus, the first specific linkage to note in the overall GLOBE conceptual model suggests that societal culture (in terms of practices and values) has a direct influence on culturally endorsed implicit leadership theory. The second linkage of note is that societal culture has a direct influence on leadership behaviours and attributes. The third linkage of note is that leader attributes and behaviours will lead to leader acceptance (as perceived by followers) and effectiveness, but that this relationship is moderated by the CLT. When leader attributes and behaviours match or fit with the culturally implicit understanding of leadership, the link between leader attributes/behaviours and leader acceptance and effectiveness is likely to be stronger. The relevance of these particular linkages for research on global advertising will be discussed shortly.

Figure 1: Three GLOBE theoretical linkagesSource: adapted from House *et al.* 1997

Units of analysis and sampling procedure

One issue that cross-cultural researchers face is that numerous countries have multiple subcultures within their sovereign borders, which makes it difficult to collect truly representative samples from multicultural nations (e.g. the US, China or India). As Chokhar *et al.* (2007, p. 21) noted, however, the samples 'need to be comparable with respect to the dominant forces that shape cultures, such as ecological factors, history, language, politics, and religion'. In addition, the country samples had to be relatively homogeneous within cultures so as to ensure adequate levels of within-group agreement in terms of aggregating measures to the societal level. The subculture of choice for most of the GLOBE countries was a sample from geographic areas that included the greatest amount of commercial activity. Whenever possible, more than one subculture was sampled (e.g. indigenous and white subcultures in South Africa, or the former East and West Germany) and these subcultures were treated as separate societies. Ultimately, as noted in House *et al.* (2004) and Chokhar *et al.* (2007), the units of analysis for the GLOBE study consisted of culture-level aggregated responses of samples of typical middle managers in at least two of three industries: telecommunications services, food processing and financial services. The three industries were selected because they are likely to be present in most countries, regardless of economic development level. Additionally, the three industries provide some variance in terms of relatively stable vs dynamic industries (food processing vs telecommunications, for example).

As noted above, the units of analysis for GLOBE were the societal-level aggregated responses of middle managers, which we defined as an individual who had at least two levels above and at least two levels below him or her in an organisation. In the case of extremely small organisations, a middle manager was defined as someone who reported directly to the CEO and had at least one level below him/her in the organisation (House *et al.* 2004; Chokhar *et al.* 2007). Specified procedures were followed to avoid common source bias. For example, societal- and organisation-level culture questionnaires were completed by independent samples of respondents. Such processes were enacted to ensure construct validity of GLOBE scales, as detailed in House and Hanges (2004), and Gupta *et al.* (2004).

Nine core dimensions of culture

In Phases 1 and 2 of the study, we attempted to differentiate attributes of culture, both at the organisational and societal levels. After arriving at a shared definition of culture, we developed 735 questionnaire items on the basis of prior literature and our own theorising based on qualitative research. We used two pilot studies to generate responses to these items; we then analysed the results of these pilot studies using conventional psychometric procedures (e.g. item, factor, cluster analysis and generalisability analyses; Hanges & Dickson 2004). These analyses resulted in the identification of nine major cultural dimensions (summarised in Table 1): uncertainty avoidance, power distance, institutional collectivism, in-group collectivism, gender egalitarianism, assertiveness, future orientation, performance orientation and humane orientation. Original scales were developed for each of these dimensions to reflect both the practices and values associated with each dimension within a given culture. As a result, 18 scales measured the practices and values associated with the nine core GLOBE dimensions of culture (House & Javidan 2004). The identification of these dimensions is a contribution of the GLOBE study that has proved useful for international advertising research (e.g. Terlutter *et al.* 2006) and that may increasingly continue to benefit the discipline.

A brief explanation of the various GLOBE dimensions of culture, applicable at both the organisational or societal level, is worth featuring. First, uncertainty avoidance is the extent to which members of a culture rely (or should rely, in the case of the cultural values version of the

Table 1: Definitions of the nine cultural dimensions of societies

Cultural dimension	Definition
1. Institutional collectivism	The degree to which organisational and societal institutional practices encourage and reward the collective distribution of resources and collective action
2. In-group collectivism	The degree to which individuals express pride, loyalty and cohesiveness in their organisations or families
3. Power distance	The degree to which members of a society expect and agree that power should be stratified and concentrated at higher levels of an organisation or government
4. Performance orientation	The degree to which an organisation or society encourages and rewards members for performance improvement and excellence
5. Gender egalitarianism	The degree to which a society minimises gender role differences while promoting gender equality
6. Future orientation	The degree to which individuals in organisations or societies engage in future-orientated behaviours such as planning, investing in the future, and delaying individual or collective gratification
7. Humane orientation	The degree to which members of a society encourage and reward individuals for being fair, altruistic, friendly, generous, caring and kind to others
8. Assertiveness	The degree to which members of a society are assertive, confrontational or aggressive in social relationships
9. Uncertainty avoidance	The extent to which members of a society seek certainty in their environment by relying on established social norms, rituals and bureaucratic practices

scale) on established social norms, rituals and bureaucratic practices, and thus they strive to avoid uncertainty (Sully de Luque & Javidan 2004). Given many labels, uncertainty avoidance has been studied for decades throughout many social science disciplines. A version of this particular dimension of societal culture was originally brought to prominence by Hofstede (1980), though the concept has its origins as an organisational-level attribute (Cyert & March 1963). For illustrative purposes, GLOBE analyses revealed that both Singapore and Switzerland reported high scores on uncertainty avoidance, tending to establish detailed processes, procedures, and strategies. In contrast, Russia and Greece both reported scores low on uncertainty avoidance; these countries tend to prefer simple processes and broad strategies, leaving room for flexibility and risk taking (Javidan *et al.* 2006a). Societies such as Japan and the United States, in contrast, reported moderate scores on this dimension.

Power distance is the degree to which members of a society expect and agree (or should expect and agree) that power should be stratified

and concentrated at the top of organisational hierarchies, or conversely the degree to which members of a society expect and agree that power should be distributed equally (Carl *et al.* 2004). Mulder (1971) originally conceived of this concept as a measure of the power differential between superiors and subordinates; Hofstede (1980) then considered whether this concept could reflect differences at the societal level of analysis. A high score on power distance in terms of cultural practices indicates that a given society is more economically, socially and politically stratified; countries like South Korea, Russia, Argentina, Brazil and India reported scores high on power distance, while countries like Denmark and the Netherlands reported scores relatively low on power distance practices (Carl *et al.* 2004). In general, countries scoring high on this dimension tend to have hierarchical decision-making processes with one-way (i.e. top-down) communication processes (Javidan *et al.* 2006a).

Institutional collectivism and in-group collectivism both assess the extent to which a society prefers affiliations and loyalty towards collectives (Gelfand *et al.* 2004). Institutional collectivism is the degree to which societies do (or should) reward collective action and collective distribution of resources; in-group collectivism is the degree to which individuals express (or should express) pride, loyalty and cohesiveness in their organisations or families. Hofstede's (1980) measure of individualism influenced the basis of the collectivism dimension; however, a factor analysis of the GLOBE items intended to measure collectivism in general resulted in these two dimensions. As noted in House and Javidan (2004), the institutional collectivism dimension had not been studied in prior research, though in-group collectivism was based on the studies of Triandis (1995). Cultures that reported high scores on institutional collectivism practices – like Sweden, Japan and Singapore – tend to emphasise group performance and rewards, while cultures that reported comparatively low scores – like Greece and Brazil – tend to emphasize individual rewards. Cultures that reported high scores on in-group collectivism, such as India, China and Egypt, tend to strongly identify with their families and take a great deal of pride in their affiliations with employers; in contrast, the US, UK, Canada and Finland reported relatively low scores and placed less emphasis on identifying with collectives (Gelfand *et al.* 2004; Javidan *et al.* 2006a).

Gender egalitarianism is the extent to which (1) gender role differences are (or should be) minimised in a society, and (2) women would

be afforded the same opportunities as men within that particular society (Emrich *et al.* 2004). Hofstede's (1980) discussion of a masculinity dimension served as an influence for this particular dimension of culture. However, the GLOBE project theoretically separated the dimension into gender egalitarianism and assertiveness (discussed below), as the original masculinity dimension problematically confounded several different ideas (see Emrich *et al.* 2004 for a detailed discussion). Societies that reported higher scores on gender egalitarianism practices (e.g. Russia, Sweden, Canada and France) tend to have more women in positions of authority, have higher female literacy rates, and have similar levels of education for men and women; societies that reported lower scores (e.g. South Korea, Kuwait, India and Egypt) tend to have fewer women in decision-making roles, have more occupational sex segregation and have a lower level of education on average for women vs men (Emrich *et al.* 2004). As a point of interest, none of the 62 societies participating in the GLOBE project reported scores reflecting a truly egalitarian society. In no societies, therefore, did we find that woman had equal opportunities to men.

Assertiveness, or the degree to which individuals in societies are (or should be) assertive, confrontational and aggressive in social relationships, is the second dimension from the GLOBE study influenced by Hofstede's (1980) masculinity dimension. Prior to the GLOBE study, there were no studies focusing on assertiveness specifically as a cultural dimension, though Peabody (1985) focused on assertiveness as a 'national characteristic' that differed across cultures. Societies that score high on assertiveness practices tend to value tough, dominant and assertive behaviour for everyone in society, value direct communication, have sympathy for the strong, have a 'can-do' attitude, and value what you do more than who you are (Den Hartog 2004). Societies that score low on assertiveness tend to have sympathy for the weak, value modesty and cooperation, speak indirectly and emphasise 'face-saving', and value ambiguity and subtlety in language and communication. The US, Austria, Germany and Nigeria reported high scores on societal practices for this dimension, while French-speaking Switzerland, New Zealand, Sweden and Japan reported relatively low scores (Den Hartog 2004).

Future orientation is the degree to which individuals in societies engage (or should engage) in future-orientated behaviours such as planning, investing in the future, and delaying individual or collective gratification

(Ashkanasy *et al.* 2004). Although this concept has been operationalised and interpreted in a variety of ways (e.g. Seijts 1998), GLOBE derived this dimension of culture from Kluckhohn and Strodtbeck's (1961) Past, Present, Future Orientation dimension, which focuses on the temporal orientation of most people in the society. Societies reporting higher scores on this dimension (e.g. Singapore, Switzerland, the Netherlands and Malaysia) show a propensity to save for the future, have individuals that are more intrinsically motivated, value the deferment of gratification and place a higher priority on long-term success, and view material success and spiritual fulfilment as an integrated whole or interrelated. Societies reporting comparatively lower scores on this dimension (Russia, Poland, Argentina and Italy) have a propensity to spend now (rather than save), have individuals who are less intrinsically motivated, see material success and spiritual fulfilment as dualities requiring trade-offs, and value instant gratification (Ashkanasy *et al.* 2004).

Performance orientation is the degree to which a society encourages and rewards (or should encourage and reward) group members for performance improvement, innovation and excellence (Javidan 2004). We derived this particular dimension from McClelland's (1961) work on need for achievement, which is assumed to be a non-conscious individual-level motive. Societies that scored high on performance orientation tend to value training and development, emphasise results more than people, expect demanding targets, value being explicit and direct in communications, and have a sense of urgency. These societies may favour performance appraisal systems that emphasise achieving results. Societies reporting high scores on performance orientation include Switzerland, Singapore, the US and China. In contrast, societies that score lower on performance orientation tend to value relationships, have a high respect for quality of life, emphasise seniority and experience, regard being motivated by money as inappropriate, emphasise tradition, value ambiguity in communications and have a low sense of urgency. These societies may favour performance appraisal systems that emphasise integrity, loyalty and cooperative spirit. Societies reporting lower scores include Greece, Venezuela, Russia and Argentina (Javidan 2004).

Humane orientation – or the degree to which individuals in organisations or societies encourage and reward (or should encourage and reward) individuals for being fair, altruistic, friendly, generous, caring and kind to

others – draws on several concepts: Kluckhohn and Strodtbeck's (1961) dimension Human Nature as Good vs Human Nature as Bad; Putnam's (1993) work on civic society; and McClelland's (1985) concept of the affiliative motive (Kabasakal & Bodur 2004). Societies that score high on humane orientation tend to place importance on others (i.e. family, friends, community and strangers); believe that people are motivated by the need for belonging and affiliation; give high priority to values of altruism, benevolence, love, kindness and generosity; expect people to promote patronage norms and paternalistic relationships; and believe that children should be obedient and should be closely controlled by their parents. Societies scoring low on this dimension, in contrast, believe that self-interest is important; power and material possessions motivate people; people are expected to solve personal problems on their own; formal welfare institutions replace paternalistic norms and patronage relationships; the state sponsors public provisions and sectors; and children should be autonomous and independent. Societies reporting high scores on humane orientation practices include Zambia, the Philippines, Ireland, Malaysia and Egypt; societies reporting low scores on this dimension include Germany, Spain, Greece, Poland and Switzerland (Kabasakal & Bodur 2004).

It is important to note with respect to the above dimensions that they shed *some* light on cultures when considered separately (i.e. one dimension at a time). For a more complete picture of a given culture, the scores on practices (and values) for all nine dimensions should be considered together, despite the inherent complexity of doing so. Also, the nine dimensions are not orthogonal; in other words, cultural values and practices of the nine dimensions may be correlated with each other. For example, a negative correlation ($-0.42, p < 0.05$) was found between humane orientation practices and assertiveness practices at the societal level, suggesting that societies in the GLOBE sample that are scored higher on humane orientation practices tended to score lower on assertiveness practices. Similarly, a positive correlation ($0.41, p < 0.05$) was found between performance orientation values and future orientation values at the societal level, suggesting that societies in the GLOBE sample that value performance tend also to value preparing for the future (Hanges 2004). Interestingly, seven of the nine dimensions exhibited negative relationships between societal practices and values: institu-

tional collectivism, power distance, performance orientation, future orientation, humane orientation, assertiveness and uncertainty avoidance. For the remaining two dimensions, in-group collectivism did not have significant correlation between practices and values, and gender egalitarianism displayed a positive relationship between practices and values. In other words, for the seven dimensions listed above, societies that exhibited high practices wished to exhibit fewer of those practices, and societies that exhibited low practices wished to exhibit more of those practices. Gender egalitarianism was the lone dimension for which societies did not demonstrate differences between reported practice ('as is' scores) and values ('should be') scores. Table 2 summarises these correlations.

Interpreting the differences between the values and practices scores has been the focus of much discussion (Javidan *et al.* 2006a). Fundamentally, the research question being addressed should drive whether practices or values scores are assessed. Thus, if the primary research question concerns the way a society performs, then focusing on societal practice dimensions may be advisable. Conversely, if research concerns the values or desires of the way a society should perform, then we would suggest focusing on societal value dimensions.

Table 2: Correlations between societal practices and values for GLOBE dimensions

Dimension	Correlation	p-value
Institutional collectivism	-0.61	<0.01
In-group collectivism	0.21	NS
Power distance	-0.43	<0.01
Performance orientation	-0.28	<0.05
Gender egalitarianism	0.32	<0.05
Future orientation	-0.41	<0.01
Humane orientation	-0.32	<0.05
Assertiveness	-0.26	<0.05
Uncertainty avoidance	-0.61	<0.01

Ten regional clusters of societal cultures

As noted above, the consideration of a single dimension of culture at a time may not be holistic enough to provide a meaningful way to differentiate and compare cultures. In order to provide a more meaningful consideration of the 62 societal cultures in the GLOBE data sample, GLOBE cultures were grouped into a set of ten regional clusters (Gupta & Hanges 2004). As a result of a detailed conceptual and empirical process, these regional

clusters were developed on all GLOBE dimensions, using both the nine cultural practices and nine values. These cluster profiles provide a 'convenient way of summarizing intercultural similarities as well as intercultural differences' (Gupta & Hanges 2004, p. 178). One of the major reasons for clustering societies is to provide constructive information for working with diverse nationalities or cultures, as 'practices, policies, and procedures that work quite effectively in one culture may dramatically fail or produce counterproductive behavior in another culture' (Gupta & Hanges 2004, p. 179). The ten clusters found in the GLOBE study, therefore, could prove quite useful to international advertising scholarship and practice.

There is a robust history of grouping countries into clusters, perhaps based on geographic proximity (Furnham *et al.* 1994), mass migrations/ethnic social capital (Porter & Zhou 1994), religious and linguistic commonality (Cattell 1950) or cultural patterns (Toynbee 1947). After a comprehensive review of the extant literature on country clusters, the GLOBE team developed hypotheses about the clusters that might emerge from the 62 societies included in the GLOBE sample. These hypotheses were then tested using discriminant analysis, which develops a linear function from a set of variables (i.e. societal culture dimensions reflecting practices and values) believed to be important in differentiating group membership, such as the hypothesised societal clusters. Gupta and Hanges (2004) present the detailed results of this analysis, reporting that the ten pro-

Table 3: Countries and clusters included in the GLOBE study

Cluster name	Countries
Anglo	Australia, Canada, England, Ireland, New Zealand, South Africa (white sample), United States
Latin Europe	France, Israel, Italy, Portugal, Spain, Switzerland (French-speaking)
Nordic Europe	Denmark, Finland, Sweden
Germanic Europe	Austria, Germany (former East), Germany (former West), the Netherlands, Switzerland
Eastern Europe	Albania, Georgia, Greece, Hungary, Kazakhstan, Poland, Russia, Slovenia
Latin America	Argentina, Bolivia, Brazil, Columbia, Costa Rica, Ecuador, El Salvador, Guatemala, Mexico, Venezuela
Sub-Saharan Africa	Namibia, Nigeria, South Africa (black sample), Zambia, Zimbabwe
Middle East	Egypt, Kuwait, Morocco, Qatar, Turkey
Southern Asia	India, Indonesia, Iran, Malaysia, Philippines, Thailand
Confucian Asia	China, Hong Kong, Japan, Singapore, South Korea, Taiwan

posed regional clusters (Table 3) of the GLOBE societies were supported, though some of the clusters were not as clearly differentiable as others.

A primary contribution of the GLOBE study to cross-cultural research is the proposing of and testing for the existence of these country clusters in the GLOBE sample. In particular, knowledge of the clusters may be especially helpful for multinational organisations looking to manage across multiple cultures by balancing global convergence and integration with local responsiveness and adaptability. In the international management literature, Bartlett and Ghoshal (1989) highlighted a vigorous discussion among international management scholars on how firms manage the competing demands of global integration and local responsiveness. They advocated a 'transnational' approach, combining global standardisation and local responsiveness as a possible and sometimes necessary solution to this dilemma. The cultural clusters described in the GLOBE study may help with the enactment of a transnational approach, particularly with respect to international advertising. This issue will be discussed further below.

Twenty-five societal cultures in detail

The findings of Project GLOBE described in the above sections are presented in greater detail in House *et al.* (2004). A companion volume written by select members of the GLOBE team introduced intensive qualitative and quantitative research in 25 societal cultures with the intent of further illuminating the connection between societal culture and effective leadership within these cultures (Chokhar *et al.* 2007). In contrast to the first volume, which attempted to compare societies across culturally generalisable dimensions, the second volume integrated quantitative-comparative GLOBE data with qualitative, in-depth results from each society to form a more holistic description of the societies studied. The 25 cultures in this analysis included: Argentina, Australia, Austria, China, Columbia, England, Finland, France, Germany, Greece, Hong Kong, India, Ireland, Mexico, the Netherlands, New Zealand, Portugal, Russia, Singapore, South Africa, Spain, Sweden, Switzerland, Turkey and the US. Different chapter contributions were made by scholars who had lived in the particular country of focus for some time, which helped them realistically analyse and interpret the data.

While this particular volume was published relatively recently, we do have a sense that there are certain contributions of the work.¹ As noted in Chokhar *et al.* (2007), the country-specific, in-depth analyses provide important information to practitioners looking to prepare and plan for negotiations, joint ventures, mergers and acquisitions, and collaborations with managers from other societal cultures. The volume significantly contributes to the cross-cultural management field in that it contains rich descriptions of the culture and leadership practices of the represented countries; these culturally specific lessons may also be useful for international advertising practice.

Prior advertising literature drawing on the GLOBE study

As noted above, there has been some use of the GLOBE research in global advertising research, though its use has been relatively sparse (cf. Okazaki & Mueller 2007). In this section, we briefly review the application of GLOBE research in the advertising literature and point out some common themes among these articles.

One of the clearest applications of the GLOBE study in global advertising research to date has been in the examination of the cultural dimensions. In their review of global advertising research, Okazaki and Mueller (2007) noted that cultures have been compared with respect to Hofstede's (1980) cultural dimensions, Schwartz's (1992, 1994) cultural values framework, and the GLOBE framework. The first published investigation applying GLOBE in advertising research was a study by Terlutter *et al.* (2005). Their study focused on the assertiveness cultural dimension, since assertive messages seem to be an 'appeal commonly employed in commercial messages' (Terlutter *et al.* 2006, p. 435). In this study of participants from France, Germany, the US and England, the authors hypothesised that the levels of assertiveness practices and values in each societal culture would influence the perception and evaluation of a standardised advertisement featuring an assertive appeal. Terlutter *et al.* (2006, p. 436) suggest from their findings that 'in assertive markets, stronger assertive cues may be required if consumers are to perceive the ads as assertive in nature. In less

¹ This book received the 2009 Ursula Gielan Global Psychology Book Award, awarded to the book that has made the greatest contribution in international research, from the International Division of the American Psychological Association.

assertive countries, more subtle cues may be sufficient to obtain the same level of perceived assertiveness'.

A follow-up study by Diehl *et al.* (2008b) examined the performance orientation GLOBE cultural dimension. Hypotheses suggested that (1) there would be a positive relationship between perceived level of performance orientation in an ad and consumers' evaluation of the ad; (2) this relationship would be stronger (i.e. more positive) when individuals more strongly valued performance orientation; and (3) there would be a negative relationship between performance orientation (societal practices) and the perceived level of performance orientation in the ad. Finding partial support of the hypotheses, Diehl *et al.* (2008b, p. 274) conclude that '[a]dvertisers employing a standardised approach in their international efforts must be aware that an ad incorporating performance-oriented appeals may well be perceived differently from one country to the next, depending on the role that performance orientation plays in that particular market'.

Another recent study (Okazaki *et al.* in press) examined how hard- vs soft-sell advertising techniques were perceived by US vs Japanese consumers. Examining the performance orientation and assertiveness GLOBE dimensions of culture, this study assessed the effectiveness of executional techniques in the two societies. Ultimately, the findings suggest that there are significant differences in consumer responses to soft-sell appeals across the two cultures. The use of soft-sell appeals led to more favourable attitudes towards the ad among Japanese consumers, while 'U.S. consumers are more likely to believe ads containing hard sell appeals, as compared with their Japanese counterparts' (Okazaki *et al.* in press, p. 25). The authors conclude that 'the use of hard-hitting sales pitches may well be more persuasive for American consumers, whose judgments tend to be based on assertive, performance-oriented values. In contrast, Japanese consumers were likely to feel irritated by ads containing hard sell appeals, likely because they are viewed as too aggressive, confrontational, and too achievement-oriented' (Okazaki *et al.* in press, p. 25). This study is notable for its use of multiple dimensions of GLOBE (both assertiveness and performance orientation). Also, the results suggest that the adoption of a 'fit' perspective when considering what advertising techniques may be more effective in differing cultures may be a productive avenue for future research.

To conclude, the global advertising literature has just begun to examine the GLOBE dimensions in research questions and study designs. Notably, the few studies that have been conducted using the GLOBE framework have explored cultural dimensions not examined in previous advertising research (performance orientation and assertiveness orientation), as these dimensions are new overall contributions to culture research (House *et al.* 2004). There are likely to be further opportunities for advertising researchers to investigate these dimensions as well as others (e.g. humane orientation and gender egalitarianism) through future research.

Future application of the GLOBE study in advertising research

Future global advertising research may draw from the existing Project GLOBE theory, methodology and findings in a number of ways. While GLOBE does not provide a complete answer to Taylor's (2005) call for the development of a general theory of societal culture's impact on advertising, there are many insights to be gained from the contributions of this research. Several of these possibilities are listed below, as well as five broad research questions to guide future studies.

Consideration of the GLOBE theoretical model

While the GLOBE overarching theoretical model was intended to draw connections between societal culture, organisational culture and leadership (Den Hartog *et al.* 1999), there are some linkages in the model that may be of value for global advertising research. In particular, while there may be no concept directly analogous to the culturally implicit theory of leadership, there may be culturally implicit theories of communication or messaging relevant to the advertising literature. Okazaki *et al.* (in press) argue that cultural differences in communication expectations in Japan and the US provide some evidence of the discrepancy in perception of soft- vs hard-sell advertising appeals. To this point, the global advertising literature would be well served to develop a general, cross-level theoretical model that helps link societal culture to individual-level perceptions of advertising and advertising effectiveness. This suggested theoretical advertising model might draw from the concept of a 'fit' or 'match'

between a given societal culture, the advertising message itself, and the expectations individuals in that culture share regarding communication and messaging, in predicting individual-level perceptions of advertising effectiveness. It is worth noting that many of the existing global advertising studies that incorporate the GLOBE dimensions have done so at the individual level, based on the idea that individuals are socialised through the shared values and practices of their respective cultures, and therefore are likely to adopt these values and practices at the individual level (Markus & Kitiyama 1991). An overarching model reflecting the impact of societal culture on global advertising, however, might include the actual societal-level manifestation of culture, since culture has been defined at a collective level of analysis (i.e. societal or organisational; House *et al.* 2004). This model might also consider how societal-level culture influences the ways in which multinational companies approach different international markets (e.g. Li *et al.* 2009). We therefore propose the following research questions:

- RQ1:** What are the cross-level linkages between societal culture, organisational advertising practices and perceptions of global advertising effectiveness at the individual level?
- RQ2:** Would the fit/match between advertising methods, societal expectations regarding communication and societal culture be an important predictor of advertising effectiveness?

Consideration of the GLOBE study's two aspects of societal culture

Since GLOBE research shows that societal culture can be measured in terms of both values and practices, global advertising research could begin to explore research issues specifically concerning these two aspects of culture. While Diehl *et al.* (2008b) developed measures to assess performance orientation practices and values as perceived by individuals, they did not specifically formulate hypotheses to address how cultural practices and values might influence consumers in different ways. The initial GLOBE data collection, however, found that societal practices and values are not always positively correlated. As noted in Table 2, seven of nine dimen-

sions exhibited negative correlations between practices and values. As such, it is likely that practices and values have differential influences on the ways in which consumers interpret and perceive advertising messaging. A practical implication of this may be that advertisers could leverage the disparity between a specific cultural dimension's practices and values scores for consumers from a given society. Therefore, we propose the following research question:

RQ3: Given that advertising often appeals to consumers' aspirations, is it more important to consider the practices or values associated with societal culture dimensions in advertising communication? How do these two aspects of cultural dimensions influence the perceptions of consumers towards advertising?

Consideration of multiple dimensions of culture and country clusters

As noted above, only two GLOBE dimensions of culture have been explored in separate studies in the global advertising literature (performance orientation and assertiveness). Yet, as previous research has noted, other GLOBE dimensions may have important implications for global advertising (e.g. Terlutter *et al.* 2006; Okazaki & Mueller 2007). The cultural dimensions of humane orientation and gender egalitarianism, for example, seem to provide future research opportunities for advertising scholars interested in investigating phenomena related to these dimensions.

Moving beyond the examination of a single dimension in one study is also important (e.g. Okazaki *et al.* in press). Studying a single cultural dimension in isolation simplifies the research design and allows for an in-depth consideration of that particular dimension, particularly if multiple societal cultures are included in the sampling process (e.g. Diehl *et al.* 2008a; Nelson & Paek 2008). However, the consideration of a single dimension may lead to an unrealistic and incomplete picture with respect to the culture of a particular society. To make meaningful generalisations across societies, future research should develop hypotheses around configurations of several cultural dimensions simultaneously (e.g. Okazaki & Mueller 2008) and consider multiple cultures in the same study. For

example, researchers might consider what type of messaging may be effective when multiple societal cultures are high/low in gender egalitarianism practices, assertiveness practices and performance orientation practices concurrently.

Despite the complexities inherent in considering multiple combinations of cultural dimensions across multiple societal cultures, some advertising research has already begun moving in this direction, albeit without drawing from the findings of the GLOBE study (e.g. Karande *et al.* 2006; An 2007). Knowledge of the GLOBE country clusters might be beneficial for future research in determining which specific combinations of cultural values and practices are realistic configurations to consider. Within each of the ten country clusters, there are some generalisations that can be made regarding the societal cultures included. These specific configurations may allow advertising researchers to adopt a transnational approach (i.e. linking the general/global and specific/local) when examining the influence of societal culture on advertising. Although the 'standardisation vs localisation' argument is debatable (e.g. Taylor 2002), some important theoretical and practical implications can be gleaned about how advertising may be tailored to the cultural leanings of country clusters. Therefore, we suggest the following research questions:

- RQ4:** What is the influence of multiple dimensions of culture on advertising effectiveness? Is it important to consider multiple dimensions and multiple cultures simultaneously to arrive at more holistic, generalisable conclusions?
- RQ5:** How does consideration of the cultural differences between the ten country clusters identified by the GLOBE study shed light on the standardisation vs localisation 'debate' in the global advertising literature? What are the generaliseable conclusions to be drawn from the similarities and differences within and between the country clusters that would be useful for global advertising research?

Conclusion and a note about the GLOBE research process

A final point with direct relevance to international advertising research should be made about the process by which Project GLOBE has evolved. As multinational corporations have grown and domestic companies compete globally, research in business disciplines has been slow to embrace a truly global focus. For example, as Leung (2007) noted, modern management research focuses almost exclusively on the US and, in some cases, Western Europe and China. In comparison to multinationals like Toyota (with 39 overseas production centres in 24 countries) and Microsoft (with offices in 60 countries), the business research enterprise lacks international breadth. The GLOBE study has attempted to address this inequity by including 62 societies in its sampling of 17,300 middle managers from 950 organisations. As noted by Terlutter *et al.* (2006), however, GLOBE has been somewhat limited in its relatively small sample of middle managers (average of about 250 participants per societal culture, though 10% of the societal cultures surveyed included sample sizes of between 27 and 75 individuals). Future global advertising research should continue the trend of collecting data from respondents regarding societal culture, as Taylor (2005) recommended.

Also, while the GLOBE study provides a solid beginning for global advertising research, the sample of middle managers and their perceptions of societal culture may be one among many research steps to propel the global advertising field forward. Future research should focus on studying subcultures that exist in majority populations. For example, we may need to know more about how to create advertising that effectively targets minority populations within majority populations who may find themselves with increasing disposable income. This kind of sample is absent from the current GLOBE dataset of middle managers. While the prospect of global advertising researchers attempting to undertake a study of the scale and scope of GLOBE may seem daunting, targeting subculture populations in cross-cultural research may be extremely useful to move the global advertising field forward.

Some of the strategies by which the GLOBE programme managed to amass its final sample are worth noting; more details about these strategies can be found in House *et al.* (2004) and Chokhar *et al.* (2007). First,

we needed decentralised participation from the teams of researchers across the world to design the study, collect and analyse the data, and disseminate the research. Van de Vijver and Leung (1997) proposed that designing a culturally balanced study occurs with input from people from diverse cultural backgrounds to help with the development of theory and methodological design. Commenting on the development of the GLOBE project, Leung (2007, p. xiv) noted, 'The definition and content of culture and leadership dimensions were the result of collective wisdom gleaned from the first GLOBE research conference in 1994, with the participation of 54 researchers from 38 countries. Furthermore, country co-investigators contributed items to the instruments used, sharpened and reworded items to render them culturally appropriate, assisted in the translation of the instruments, and aided in the interpretation of results based on indigenous research and unique cultural knowledge.' Put simply, GLOBE involved scholars globally throughout the research process.

A second strategy that allowed us to enact the decentralised participation noted above was the use of a network structure for all GLOBE country co-investigators, with several of us playing key roles as members of the GLOBE integrative/coordinating team. We tried to ensure that all researchers and practitioners associated with the project understood their roles and obligations. We communicated with them regularly over the phone, via email and postal mail, and in person whenever possible. At times it was necessary to specifically monitor the progress of country co-investigators, assist them with problem-solving, provide them with encouragement and/or mildly cajole them (House 2004). Related to this was the importance of trust. As much as possible, we have tried to trust co-investigators to freely exchange ideas and receive credit for their contributions through publishing and presenting their work on the GLOBE project. The process of developing the network assisted in building trust.

A third broad strategy to note is that we were very interested in the use of multiple methodologies to triangulate observations and provide both generalisability and specificity with respect to our findings. To that end, we used both quantitative and qualitative methods during various phases of the project. We considered both etic (culture-general) research for identifying global, pan-cultural ways to describe societal culture and emic (culture-specific) findings and insights, as recommended by Yang (2000)

and others. In so doing, we tried to address the specific deficiencies associated with both pan-cultural and indigenous research.

A final strategy to note (and something that, in hindsight, would have been useful to know in advance) might be a bit surprising. Not all coordinating teams that agreed to begin the GLOBE data collection within their society followed through; some coordinating teams dropped out, became difficult to contact or experienced extenuating circumstances that prevented their further participation with the project. We found that less well-established scholars (who probably had more to gain from their participation in the GLOBE project) were more likely to commit to and complete the GLOBE data collection.

In conclusion, while it would be exciting to see the global advertising field undertake the kind of comprehensive, wide-scale cross-cultural research that Project GLOBE attempted, we do recognise that a more likely scenario would be that global advertising research continues incrementally. For example, new studies will (and should) examine cultural dimensions such as gender egalitarianism and power distance to see whether individual-level perceptions of these dimensions operate in similar ways as performance orientation and assertiveness in terms of influencing perceptions of advertising effectiveness. Ultimately, we are delighted that the Project GLOBE study is impacting fields outside of the management/organisational behaviour research areas, and we look forward to further new and creative applications of the GLOBE framework within the global advertising field in the years to come. We hope the insights and research questions developed here are helpful in advancing this literature.

References

- Alden, D.L., Steenkamp, J.B.E.M. & Batra, R. (1999) Brand position through advertising in Asia, North America, and Europe: the role of global consumer culture. *Journal of Marketing*, 63, pp. 75–87.
- An, D. (2007) Advertising visuals in global brands' local websites: a six-country comparison. *International Journal of Advertising*, 26(3), pp. 303–332.
- Ashkanasy, N., Gupta, V., Mayfield, M.S. & Trevor-Roberts, E. (2004) Future orientation, in House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. & Gupta, V. (eds) *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage, pp. 282–342.
- Bartlett, C. & Ghoshal, S. (1989) *Managing across Borders: The Transnational Solution*. Boston: Harvard Business School Press.

- Bu, K., Kim, D. & Lee, S.Y. (2009) Determinants of visual forms used in print advertising: a cross-cultural comparison. *International Journal of Advertising*, 28(1), pp. 13–47.
- Carl, D., Gupta, V. & Javidan, M. (2004) Power distance, in House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. & Gupta, V. (eds) *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage, pp. 513–563.
- Cattell, R. (1950) The principal culture patterns discoverable in the syntax dimensions of existing nations. *Journal of Social Psychology*, 32, pp. 215–233.
- Chokhar, J.S., Brodbeck, F.C. & House, R.J. (2007) *Culture and Leadership across the World: The GLOBE Book of In-Depth Studies of 25 Societies*. Mahwah, NJ: Lawrence Erlbaum.
- Cyert, R. & March, J. (1963) *A Behavioral Theory of the Firm*. Englewood Cliffs, NJ: Prentice Hall.
- Den Hartog, D., House, R.J., Hanges, P.J., Ruiz-Quintanilla, S.A. & Dorfman, P.W. & 170 co-authors (1999) Culture specific and cross culturally generalizable implicit leadership theories: are attributes of charismatic/transformational leadership universally endorsed? *Leadership Quarterly*, 10, pp. 219–256.
- Den Hartog, D.N. (2004) Assertiveness, in House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. & Gupta, V. (eds) *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage, pp. 395–436.
- Diehl, S., Mueller, B. & Terlutter, R. (2008a) Consumer responses towards non-prescription and prescription drug advertising in the US and Germany. *International Journal of Advertising*, 27(1), pp. 99–131.
- Diehl, S., Terlutter, R. & Mueller, B. (2008b) The influence of culture on responses to the Globe dimension of performance orientation in advertising messages – results from the US, Germany, France, Spain, and Thailand. *Advances in Consumer Research*, 35, pp. 269–275.
- Emrich, C.G., Denmark, F.L., & Den Hartog, D.N. (2004) Cross-cultural difference in gender egalitarianism, in House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. & Gupta, V. (eds) *Culture, Leadership and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage, pp. 343–394.
- Furnham, A., Kirkcaldy, B.D. & Lynn, R. (1994) National attitudes, competition, money, and work: First, second, and third world differences. *Human Relations*, 47(1), pp. 119–132.
- Gelfand, M.J., Bhawuk, D.P.S., Nishii, L.H. & Bechtold, D. (2004) Individualism and collectivism, in House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. & Gupta, V. (eds) *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage, pp. 437–512.
- Gupta, V. & Hanges, P.J. (2004) Regional and climate clustering of societal cultures, in House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. & Gupta, V. (eds) *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage, pp. 178–218.
- Gupta, V., Sully de Luque, M.F. & House, R.J. (2004) Multisource construct validity of GLOBE scales, in House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. &

- Gupta, V. (eds) *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage, pp. 152–172.
- Hanges, P.J. (2004) Research methodology, in House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. & Gupta, V. (eds) *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage, pp. 91–94.
- Hanges, P.J. & Dickson, M.W. (2004) The development and validation of the GLOBE culture and leadership scales, in House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. & Gupta, V. (eds) *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage, pp. 122–151.
- Hanges, P.J., Braverman, E.P. & Rentsch, J.R. (1991) Changes in raters' impressions of subordinates: a catastrophe model. *Journal of Applied Psychology*, 76, pp. 878–888.
- Hanges, P.J., Lord, R.G., Day, D.V., Sipe, W.P., Smith, W.C. & Brown, D.J. (1997) Leadership and gender bias: dynamic measures and nonlinear modeling, in Lord, R.G. (Chair) *Dynamic Systems, Leadership Perceptions, and Gender Effects*. Symposium presented at the 12th annual conference of the Society for Industrial and Organizational Psychology, St Louis, MO.
- Hofstede, G. (1980) *Culture's Consequences: International Differences in Work-Related Values*. London: Sage.
- House, R.J. & Hanges, P.J. (2004) Research design, in House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. & Gupta, V. (eds) *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage, pp. 95–101.
- House, R.J. & Javidan, M. (2004) Overview of GLOBE, in House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. & Gupta, V. (eds) *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage, pp. 9–26.
- House, R.J., Wright, N.S. & Aditya, R.N. (1997) Cross-cultural research on organizational leadership: a critical analysis and proposed theory, in Earley, P.C. & Erez, M. (eds) *New Perspectives in International Industrial-Organizational Psychology*. San Francisco: New Lexington, pp. 535–625.
- House, R.J., Javidan, M., Dorfman, P. & Sully de Luque, M. (2006) A failure of scholarship: response to George Graen's critique of GLOBE. *Academy of Management Perspectives*, 3, pp. 37–42.
- House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. & Gupta, V. (2004) *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage.
- Javidan, M. (2004) Performance orientation, in House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. & Gupta, V. (eds) *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage, pp. 239–281.
- Javidan, M. & House, R.J. (2001) Cultural acumen for the global manager: lessons from Project GLOBE. *Organizational Dynamics*, 29(4), pp. 289–305.
- Javidan, M., Dorfman, P.W., Sully de Luque, M.F. & House, R.J. (2006a) In the eye of the beholder: cross-cultural lessons in leadership from Project GLOBE. *Academy of Management Perspectives*, February, pp. 67–90.
- Javidan, M., House, R.J., Dorfman, P., Hanges, P.M. & Sully de Luque, M. (2006b) Conceptualizing and measuring cultures and their consequences: a comparative

- review of GLOBE's and Hofstede's approaches. *Journal of International Business Studies*, 37, pp. 897–914.
- Kabasakal, H. & Bodur, M. (2004) Humane orientation in societies, organizations, and leader attributes, in House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. & Gupta, V. (eds) *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage, pp. 564–601.
- Karande, K., Almurshidee, K.A. & Al-Olayan, F. (2006) Advertising standardization in culturally similar markets: can we standardize all components? *International Journal of Advertising*, 25(4), pp. 489–512.
- Cluckhohn, F.R. & Strodtbeck, F.L. (1961) *Variations in Value Orientations*. New York: HarperCollins.
- Leung, K. (2007) Foreword, in Chokhar, J.S., Brodbeck, F.C. & House, R.J. (eds) *Culture and Leadership across the World: The GLOBE Book of In-Depth Studies of 25 Societies*. Mahwah, NJ: Lawrence Erlbaum, pp. xiii–xvi.
- Li, H., Li, A. & Zhao, S. (2009) Internet advertising strategy of multinationals in China: a cross-cultural analysis. *International Journal of Advertising*, 28, pp. 125–146.
- Lord, R. & Maher, K.J. (1991) *Leadership and Information Processing: Linking Perceptions and Performance*. Boston: Unwin-Everyman.
- Markus, H.R. & Kitayama, S. (1991) Culture and the self: implications for cognition, emotion, and motivation. *Psychological Review*, 98(2), pp. 224–253.
- McClelland, D.C. (1961) *The Achieving Society*. Princeton, NJ: Van Nostrand.
- McClelland, D.C. (1985) *Human Motivation*. Glenview, IL: Scott, Foresman.
- Mulder, M. (1971) Power equalization through participation. *Administrative Science Quarterly*, 16, pp. 31–38.
- Nelson, M.R. & Paek, H.J. (2008) Nudity of female and male models in primetime TV advertising across seven countries. *International Journal of Advertising*, 27(5), pp. 715–744.
- Okazaki, S. & Mueller, B. (2007) Cross-cultural advertising research: where we have been and where we need to go. *International Marketing Review*, 24(5), pp. 499–518.
- Okazaki, S. & Mueller, B. (2008) Evolution in the usage of localised appeals in Japanese and American print advertising. *International Journal of Advertising*, 27(5), pp. 771–798.
- Okazaki, S., Mueller, B. & Taylor, C.R. (in press) It's all in the execution: American vs Japanese consumer perceptions of soft sell and hard sell advertising appeals. *Journal of Advertising*, forthcoming.
- Peabody, D. (1985) *National Characteristics*. Cambridge, UK: Cambridge University Press.
- Porter, A. & Zhou, M. (1994) Should immigrants assimilate? *Public Interest*, 116, pp. 18–33.
- Putnam, R.D. (1993) *Making Democracy Work*. Princeton, NJ: Princeton University Press.
- Quigley, N.R., Sully de Luque, M.F. & House, R.J. (2005) Societal culture, corporate responsibility, governance, and responsible leadership: perspectives from the GLOBE study, in Doh, J.P. & Stumpf, S.A. (eds) *Handbook on Responsible Leadership and Governance in Global Business*. London: Edward Elgar.

- Schwartz, S.H. (1992) Universals in the content and structure of values: theoretical advances and empirical tests in 20 countries, in Zanna, M. (ed.) *Advances in Experimental Social Psychology*. New York: Academic Press, pp. 1–65.
- Schwartz, S.H. (1994) Are there universal aspects in the structure and content of human values? *Journal of Social Issues*, **50**, pp. 19–45.
- Segall, M.H., Lonner, W.J. & Berry, J.W. (1998) Cross-cultural psychology as a scholarly discipline: on the flowering of culture in behavioral research. *American Psychologist*, **53**, pp. 1101–1110.
- Seijts, G.H. (1998) The importance of future time perspective in theories of work motivation. *Journal of Psychology*, **132**, pp. 154–168.
- Sipe, W.P. & Hanges, P.J. (1997) Reframing the glass ceiling: a catastrophe model of changes in the perception of women as leaders, in Lord, R.G. (Chair) *Dynamic Systems, Leadership Perceptions, and Gender Effects*. Symposium presented at the 12th annual conference of the Society for Industrial and Organizational Psychology, St Louis, MO.
- Sully de Luque, M.F. & Javidan, M. (2004) Uncertainty avoidance, in House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. & Gupta, V. (eds) *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage, pp. 602–644.
- Taylor, C.R. (2002) What is wrong with international advertising research? *Journal of Advertising Research*, **42**(6), pp. 48–54.
- Taylor, C.R. (2005) Moving international advertising research forward: a new research agenda. *Journal of Advertising*, **34**(1), pp. 7–16.
- Terlutter, R., Diehl, S. & Mueller, B. (2005) The influence of culture on responses to assertiveness in advertising messages. *Advertising and Communication – Proceedings of the 4th International Conference on Research in Advertising (ICORIA)*. Saarbruecken, pp. 183–192.
- Terlutter, R., Diehl, S. & Mueller, B. (2006) The GLOBE study – applicability of a new typology of cultural dimensions for cross-cultural marketing and advertising research, in Diehl, S. & Terlutter, R. (eds) *International Advertising and Communication: Current Insights and Empirical Findings*. Wissenschaft, Wiesbaden: Gabler Edition, pp. 420–438.
- Toynbee, A. (1947) *A Study of History*. New York: Oxford University Press.
- Triandis, H.C. (1995) *Individualism and Collectivism*. Boulder, CO: Westview Press.
- Van de Vijver, F. & Leung, K. (1997) *Methods and Data Analysis for Cross-Cultural Research*. Thousand Oaks, CA: Sage.
- Waldman, D.A., Sully de Luque, M.F., Washburn, N. & House, R.J. & colleagues (2006) Cultural and leadership predictors of corporate social responsibility values of top management: a study of 15 countries. *Journal of International Business Studies*, **37**, pp. 823–837.
- Yang, K.S. (2000) Monocultural and cross-cultural indigenous approaches: the royal road to the development of a balanced global psychology. *Asian Journal of Social Psychology*, **4**, pp. 241–263.
- Zinkhan, G.M. (1994) International advertising: a research agenda. *Journal of Advertising*, **23**(1), pp. 11–15.

About the authors

Robert J. House received his PhD in Management from the Ohio State University. He was appointed the Joseph Frank Bernstein Endowed Chair of Organization Studies at the Wharton School of the University of Pennsylvania in 1988. He has published over 130 journal articles and has received the Award for Distinguished Scholarly Contribution to Management, conferred by the Academy of Management. He is a fellow of the Academy of Management, American Psychological Association and Society for Industrial/Organizational Psychology. He was principal investigator of the Global Leadership and Organizational Behaviour Effectiveness (GLOBE) study from 1993–2003. Dr House's research interests include leadership, personality, power in organisations, and the implications of cross-cultural variation for effective leadership and organisational performance.

Narda R. Quigley received her PhD in Management from the University of Maryland, after which she completed a postdoctoral appointment at the Wharton School working with the GLOBE study. She is now an Assistant Professor of Management at Villanova School of Business. Dr Quigley's research interests include team processes, emergent and cross-cultural leadership and work motivation.

Mary Sully de Luque received her PhD in organisational behaviour and international management at the University of Nebraska. She is currently an Assistant Professor of Management and a Research Fellow in the Garvin Center for Culture and Languages at Thunderbird, the School of Global Management. Before joining Thunderbird, Dr Sully de Luque was a Senior Fellow at the Wharton School working with the GLOBE study. Dr Sully de Luque's research interests include the influence of culture on leadership, feedback processes in the work environment and human resource management.

Address correspondence to: Narda Quigley, Department of Management, Villanova School of Business, Villanova University, Villanova, PA 19085, USA.

Email: narda.quigley@villanova.edu

Copyright of International Journal of Advertising is the property of World Advertising Research Center Limited and its content may not be copied or emailed to multiple sites or posted to a listserv without the copyright holder's express written permission. However, users may print, download, or email articles for individual use.