



TRUTH
ABOUT

GLOBAL BRANDS



McCANN
TRUTH CENTRAL



METHODOLOGY

In 2014, McCann Truth Central set out to uncover the parameters within which global brands can and should behave in today's world, or better put, to find the *Truth about Global Brands*.

This took us on a journey to understand:

1. People's attitudes and beliefs towards globalness;
2. The ever-evolving media and overall cultural landscape;
3. The intersection of the two, to find the most powerful and resonant ways for brands to not only navigate, but to win.

In order to answer these questions we conducted an online quantitative survey in 29 markets with over 30,000 people. Participating markets were Argentina, Australia, Brazil, Chile, China, Colombia, Egypt, France, Germany, Hong Kong, India, Indonesia, Italy, Japan, Mexico, the Netherlands, Nigeria, Philippines, Poland, Russia, Singapore, South Africa, South Korea, Spain, Sweden, Turkey, the U.A.E., the U.K. and the U.S.

This was supplemented by qualitative research in the form of focus groups, in-home ethnographies, paired in-depth interviews with cross-cultural couples and interviews with experts inside and outside of the industry.

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INTRODUCTION

Overall, and given the “No Logo,” anti-globalization sentiment of the ‘90s and ‘00s, we were surprised at how positive people all around the world are in their attitudes towards globalness and global brands. Indeed, 85% of people in our survey believe that global brands have the power to make the world a better place, and 81% believe that global brands have the ability to effect greater positive change than governments.

Yet, if you consider that global brands may be the modern world’s only true global systems, perhaps it’s not that surprising. Even traditional institutions like governments and religion lack the reach and coverage enjoyed by global brands today.

While people are broadly positive, there is a sticking point in that brands can still be associated with the notion of “globalization,” and this word comes with a ton of baggage. A truly bipolar force, globalization is associated as much with the dystopian flattening of culture as it is with access to new cultures and people. People characterize globalization primarily as a process that happens to you, not with you.

Perhaps it’s time to stop talking about the process and start admitting that this global world is our new reality. In recognition of this fact, we propose shifting the conversation from “globalization” to “globality.” After all, in a world where over a billion people travel internationally every year and a billion people have access to the same social network, globality is well and truly here.

In this world of globality, underpinned by unprecedented access to shared technology and experiences, we also see 68% of people believing that they have lost some of their country’s culture in recent years, and an associated move towards the reclamation



People characterize globalization primarily as a process that happens to you, not with you.

of local culture. Resurgent nationalism was a key theme in 2014 and these forces are predicted to intensify in 2015. As emerging (or, better put, “emerged”) markets become increasingly complex, brands need an in-depth understanding of culture, local networks and local media in order to viably compete. Globality may well be here, but it is characterized by a complicated maze of local actions and global reactions.

In recent years, marketers have become obsessed with the scale and reach of social media, but how often are these platforms assessed through a cultural lens? A social media platform may well be global in terms of access but that doesn’t mean that people in different countries are using it in the same way.

It would be wrong to paint too rosy a picture when it comes to the role of global brands in the world today. Despite operating on a global scale for decades and despite introducing many valuable products, services and experiences to people, brands still make serious missteps from time to time by taking a shallow approach to culture and underestimating a world that is global, but certainly not flat.

We put forward that brands are now operating in an era of Deep Globality. This is an era in which business leaders like Mark Zuckerberg are learning Mandarin in order to build deeper connections with frontier markets. We’ve defined Deep Globality as the awareness of and efforts to thoughtfully spread a brand, idea or movement across multiple markets while actively enriching the receiving culture.

Most importantly, we’ve provided the tools that will enable brands to negotiate this new era and build a pathway to success. The tools sit beneath the three principles we’ve outlined in the second half of this document:

1. Create a Globality Framework
2. Earn Our Way Into Culture
3. Inspire Creative That Travels

PART I

BEING A
GLOBAL BRAND
TODAY

THE GLOBAL FORCES WE FACE TODAY

Seen through the lens of radical technological changes, dramatic demographic movements and the shifting sands of economic power, it's clear that the world is experiencing tremendous waves of change on a global scale.

From a technological point of view, the growing clamor around everything from driverless cars and artificial intelligence to the Internet of Things creates huge opportunities and deep uncertainties for businesses the world over. In terms of demography, brands will also need to grapple with a world where one billion women will enter the urban workforce by 2020,¹ the Muslim population will grow by about 19% in the next 10 years,² and by 2050, the proportion of people over 60 in the world will reach 21%.³

¹ The Third Billion, <http://www.strategyand.pwc.com>. Strategy&, 2012. Web. 2014.

² The Future of the Global Muslim Population, <http://www.pewforum.org>. PewResearch Religion & Public Life Project, 2011. Web, 2014.

³ World Population Ageing Report: 1950-2050, <http://www.un.org>. United Nations Department of Economic and Social Affairs, 2013. Web, 2014.

Moreover, following several years of economic uncertainty, some markets, like the U.S., appear to have rebounded, while growth is slowing in markets that were previously building momentum. Knowing where to bet your dollars, pesos and yuan in a world where economic power is continually shifting presents incredible challenges for business leaders.

21%

The proportion of people
over the age of 60 in the
world by the year 2050

On the Minds of Today's CMOs

Set against this backdrop, CMOs point to the complicated expectations of managing a global brand today, from balancing timelessness with relevancy, growth with sustainability and efficiency with high quality. As former Coca-Cola CMO Joe Tripodi states:



Fundamentally, my experience is, you are living in a world of contradictions as a marketer.

— Joe Tripodi
Former Coca-Cola CMO

CMOs clearly feel a huge responsibility in terms of shepherding a global brand across different countries, particularly when balancing core brand values with cultural nuance. This combines, of course, with the pressure to deliver the brand across multiple touchpoints, screens and platforms within each market and against every audience.

Once upon a time, the push process of globalization was the guiding philosophy in terms of expansion. Of course, over time, this process became associated with a somewhat one-dimensional export model, where a brand enters the global market in a pretty centralized, uniform way.



There is a point at which absolute consistency becomes guaranteed mediocrity, (which) becomes as interesting as a dial tone. There is a proportion of the consuming public that is interested in consistency and that segment is shrinking.

— Fred Kleisner
Former CEO of the Morgans Hotel Group

In a world of marketing where contradictions abound and consistency is challenged, it becomes abundantly clear that the old notion of globalization is no longer relevant and that the time has come for a new guiding philosophy.

THE TRUTH ABOUT GLOBALIZATION

Since real people don't think like marketers, we wanted to find out how globalization is perceived from a truly human point of view.

The bipolarity of globalization was laid bare when we asked people to visualize a more globalized world. People paint two deeply opposed pictures: on the one hand, a utopia where the people of the world come together to solve the world's problems and celebrate their similarities (and differences); on the other hand, we see a dystopian future where individuals lose their identity and autonomy.



UTOPIA
Sketches produced in global focus groups representing a utopian vision of globalization



And while many images evoked feelings of unity, peace and abundance, an equal number of depictions showed homogenization, environmental disaster and war. At worst, globalization is associated with the flattening of culture; it feels like a unidirectional process that happens *to you* rather than a positive transition that happens *with you*.

DYSTOPIA
Sketches produced in
global focus groups
representing a dystopian
vision of globalization

TAKING GLOBAL FOR GRANTED

On the one hand, we all take for granted that the world is becoming more global. And why wouldn't we? Never before have more people been better connected through media and transportation. For instance, there are 1.35 billion monthly active users on Facebook¹ and over 1 billion people travel internationally every year.²

However, contrast this with the fact that there are national independence movements happening all over the world. Take for example that in 2014 we saw Scotland seeking greater independence from the United Kingdom. And over half the people in our survey say that their greatest fear of a more global world is loss of local culture.

A more nuanced picture starts to emerge when we understand that every local action has a complex global reaction, which can reverberate around the world in different ways. In a recent edition, *The Economist* explored what they call "The Gay Divide," in which "half the world has leapt forward" while "too many countries are going in the other direction."³

¹ Number of Monthly Active Facebook Users Worldwide, <http://www.statista.com/>. The Statistics Portal, 2014. Web, 2014.

Every Local Action has a Global Reaction

So in theory, if everything local has a chance to be global, this presents an amazing opportunity for brands to connect people and spread ideas. At the same time, this could also have serious implications if a misstep is made.

One might think that since brands have been operating globally for such a long time, they know how to negotiate cultural differences. After all, it was marketers that embraced the awkward portmanteau "Glocalization." However, we find that even today, many brands commit missteps in local cultures that have real ramifications for the health and reputation of their companies.

Efficiency was (and is) a core driver for going global. Yet a tunnel vision approach to efficiency doesn't always drive long-term brand health. Even as recently as the last two to three years, we can find many examples of global brands making decisions driven by shallow efficiency which turned out to be costly errors.

² International Tourism Exceeds Expectations, <http://media.unwto.org>. World Tourism Organization UNWTO, 2014. Web, 2014.

³ The Economist: October 2014 issue.

A Cautionary Tale

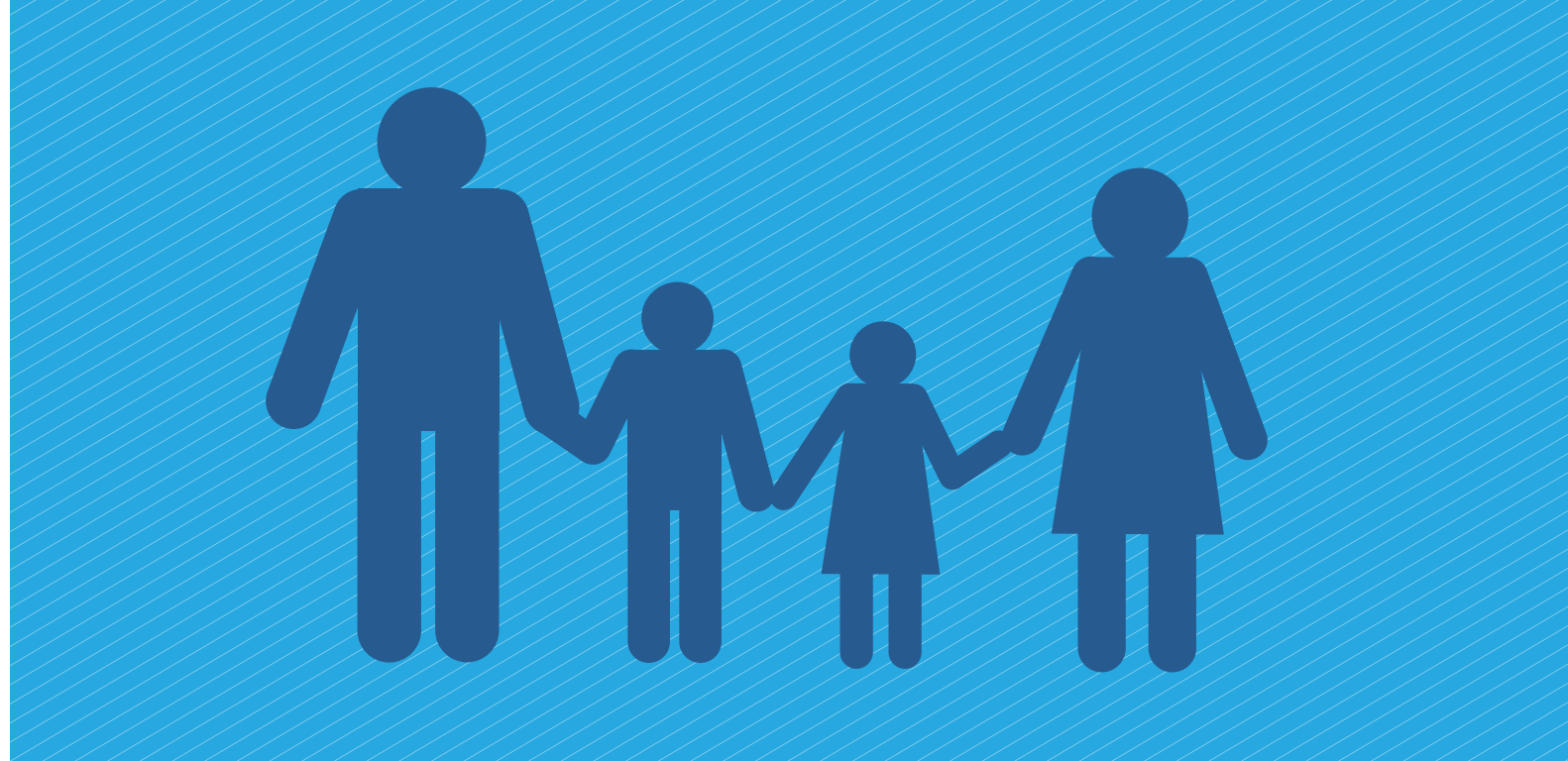
Let's take the example of the IKEA catalogue in U.A.E. Unsure of how to present Muslim women, the company felt that the most efficient and expedient solution was to remove women from the catalogue.

But because in today's world nothing local is just local anymore, this omission went global quickly. A fast, seemingly efficient export creates havoc, such as bad PR (the misstep was covered in countries as diverse as the U.K., Singapore, Australia, Sweden and Taiwan). The company was forced to apologize, issuing this statement:



We should have reacted and realized that excluding women from the Saudi Arabian version of the catalogue is in conflict with Ikea group values.

— IKEA official statement



BRAND MISSION

Brands: The World's True Global Systems

IKEA momentarily lost sight of its mission to create a better everyday life for many people. Having a clear mission is a critical anchor for brands in this hyper-connected world. Now more than ever, brands have an imperative to know their mission and ensure that it touches everything they do — from product development to communications to logistics. This brand mission therefore becomes the basis for a multifaceted brand system.

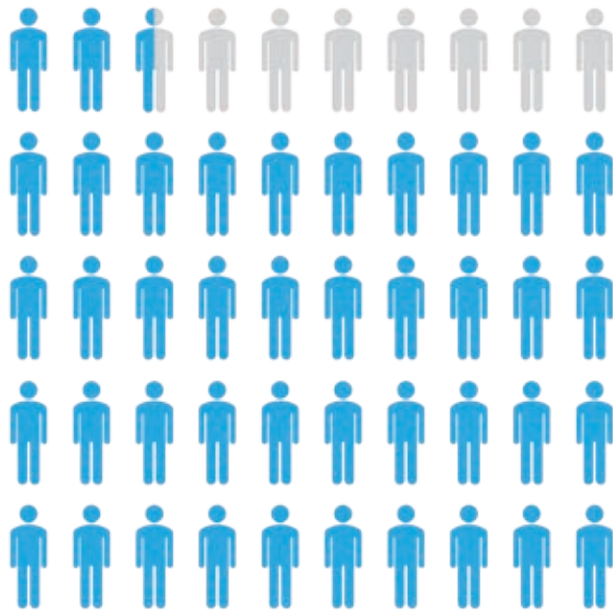
Furthermore, if we explore this issue through the human lens, we find that the vast majority of people have great expectations when it comes to brands these days. A whopping 85% of people around the world believe that global brands have the power to make the world better and 81% believe that brands have the ability to make greater positive change than the government does. Which is not surprising when you consider that there are very few truly global systems that genuinely transcend borders (governments, religions, NGOs, etc.). In many ways, brands are somewhat uniquely placed when it comes to connecting people and ideas across borders.

BRAND SYSTEM



85%

Believe that global brands have the power to make the world better



This attitude is amplified when we dig into demographic differences, with the younger, growing generation placing even more faith in the power of global brands. Of 18–34-year-olds, 87% believe that global brands can make the world better and 84% believe brands have the ability to effect more positive change than governments. All the more reason to develop a powerful and singular mission that enables brands to create genuine shared value for people around the globe.

So, brands need to have a central focus to drive their reason for being. Some call it a purpose; some call it a role; some call it a mission. But whatever the label is and no matter how globally or locally the brand behaves, it is still one brand. And, in a world where local efforts are globalized at the speed of a click, that ONE brand has to come from a core place that defines the meaningful role it can play in people's lives the world over.

The Days of Shallow Globalization Are Over

The key takeaway from the Ikea tale is that the days of quick and shallow globalization are over, when a brand could pilot into a market and replicate a vacuum-packed experience or utilize a quick fix. Now, a new reality is upon us, in which marketers are diving deep into local culture.

Let us give you an example. We all know that China is one of the last frontiers for Mark Zuckerberg's Facebook. So, rather than continuing to push and push the Facebook we know, Mark has, himself, become fluent enough in Mandarin to have a conversation with the younger population, and ideally spread Facebook further. He is socializing his social network with the most social of audiences. It's fair to say the days of pushing a brand out to the world via globalization are over.

It's fair to say the days of pushing a brand out to the world via globalization are over.



FINDING A NEW LANGUAGE

All this begs an important question: do marketers need a new lexicon and a new playbook to describe the role of brands in the world today?

In short, the answer is yes. The marketing world is moving on from the old era of globalization, wherein brands relied on a push and pull model and primarily ignored the receiving culture when entering a new market and moving towards a networked organization. This new breed of organization thrives on recognizing patterns of difference around the world and seeks to actively enrich the cultures it touches.

In terms of finding a new lexicon, we heard a number of linguistic alternatives to globalization during our expert interviews: universalization, acculturation, transnationalism and, of course, glocalization.

In truth, the philosophy of glocalization never really represented the philosophical shift promised in the neat combination of global and local. The well-meaning concept is still associated with a shallow, piecemeal form of local adaptation. (Imagine, for example, a global restaurant changing its menu items to reflect

local tastes without taking the time to gather an in-depth understanding of local dining rituals as well as cultural attitudes to socialization and the role of food.) The term is arguably also too binary to be truly useful; the simplification of global versus local is less relevant today than it was even five years ago. Brands require the tools to navigate more than just the global sphere and the local sphere; there are multiple layers in-between. These include market clusters, growing regional affiliations, as well as communities of people who are transcending borders but aren't necessarily global (consider the Airbnb community for example).

Where does that leave us? None of these terms seemed better placed to encapsulate a new era (rather than a linear, centrally-driven process) than simply talking about globality.

THE ERA OF DEEP GLOBALITY

"Globality" appeals because it doesn't conjure images of an inexorable process, but rather a new reality (albeit a multifaceted one).

As emerging markets become more sophisticated, the need is for deep cultural understanding, deep knowledge of how to do business and deep negotiation of increasingly complex legislation and media landscapes is vital.

More specifically, we believe that brands are entering an era of Deep Globality.

DEEP GLOBALITY^(n.)

The awareness of and efforts to thoughtfully spread a brand, idea or movement in a multi-market capacity, while actively enriching the receiving culture.

So the old world of shallow globalization is over, and the new world of Deep Globality reflects our new language, we must shift the way we think about operating in the world.

OLD WORLD

Export/Push
One-way conversation
Growth by market conquest
Ignore the receiving culture

NEW WORLD

Push and Pull/Living ecosystem
Networked, constant conversation
Pattern recognition
Enrich the receiving culture

PART 2

ENGAGING IN THE NEW ERA



First, let us introduce you to the **Three Principles of Deep Globality**, as we're calling them. These are *The What* of our findings. We will also be sure to cover *The Why* and *The How*, because without this nuance, Deep Globality cannot occur. This texture will help to decode specifically how a brand can and should go global today and tomorrow and will hopefully unleash a little magic along the way.

1. Create a Globality Framework
2. Earn Our Way Into Culture
3. Inspire Creative That Travels

1
CREATE A
GLOBALITY
FRAMEWORK

2
EARN OUR WAY
INTO
CULTURE

3
INSPIRE
CREATIVE THAT
TRAVELS

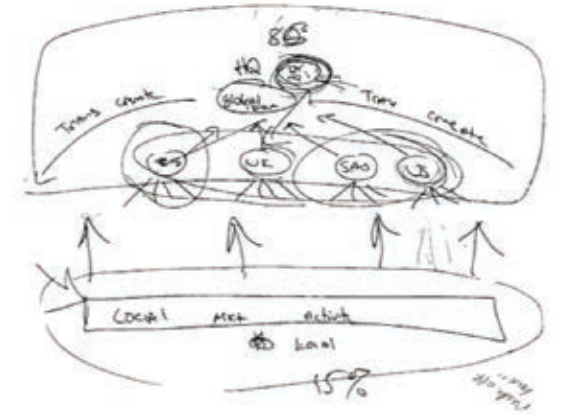
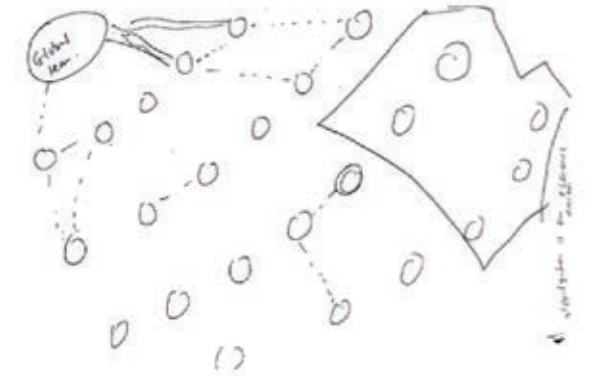
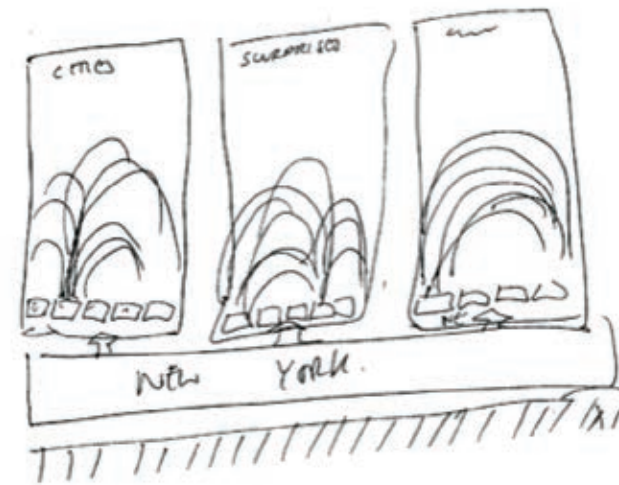
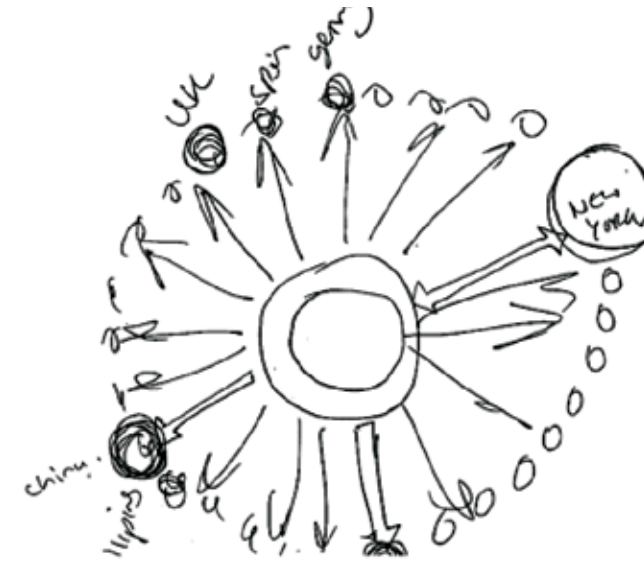
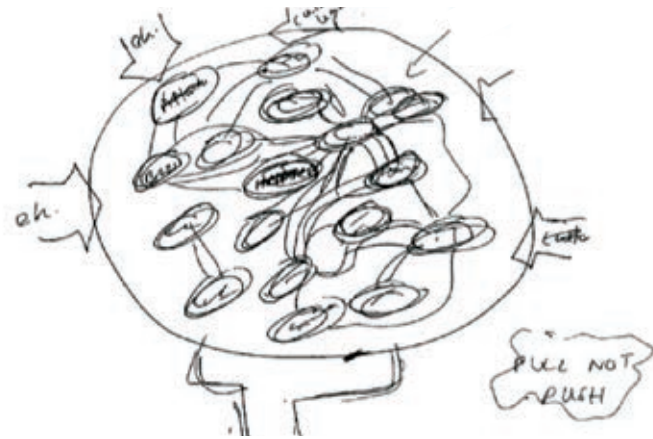
1
CREATE A
GLOBALITY
FRAMEWORK

2
EARN OUR WAY
INTO
CULTURE

3
INSPIRE
CREATIVE THAT
TRAVELS

CREATE A GLOBALITY FRAMEWORK

As we listened to a selection of global strategists describe the structures of the brands that they worked on, we attempted to visualize the conversation with a quick sketch.

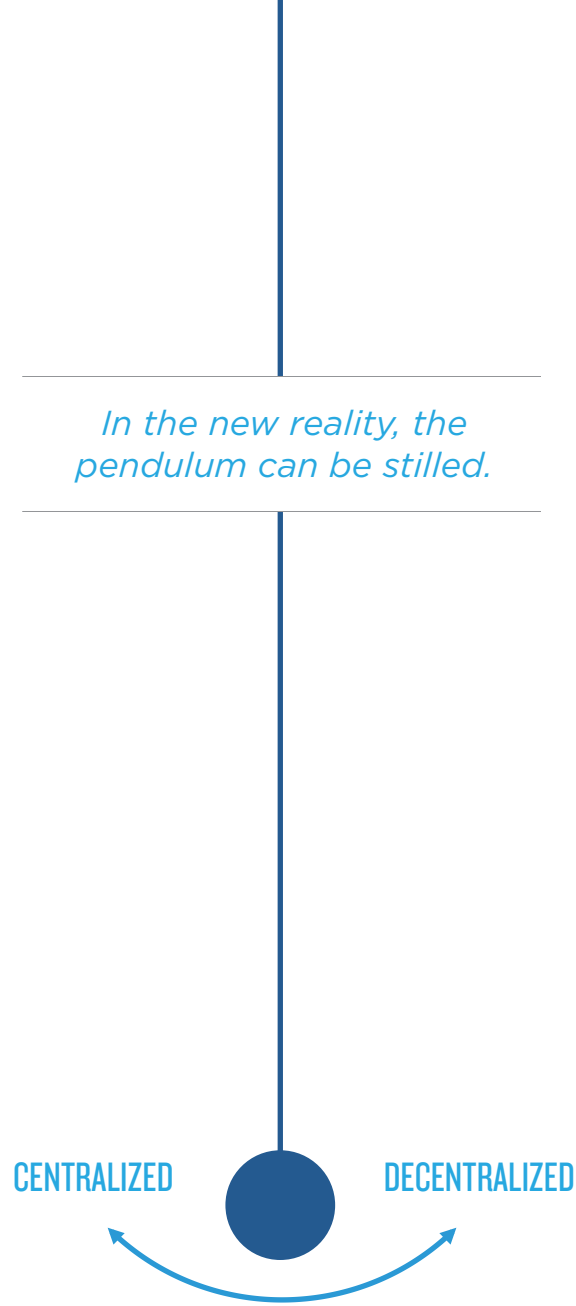


One thing was immediately clear — there's no one-size-fits-all when it comes to structuring a global organization. In fact, these models are as unique as fingerprints.

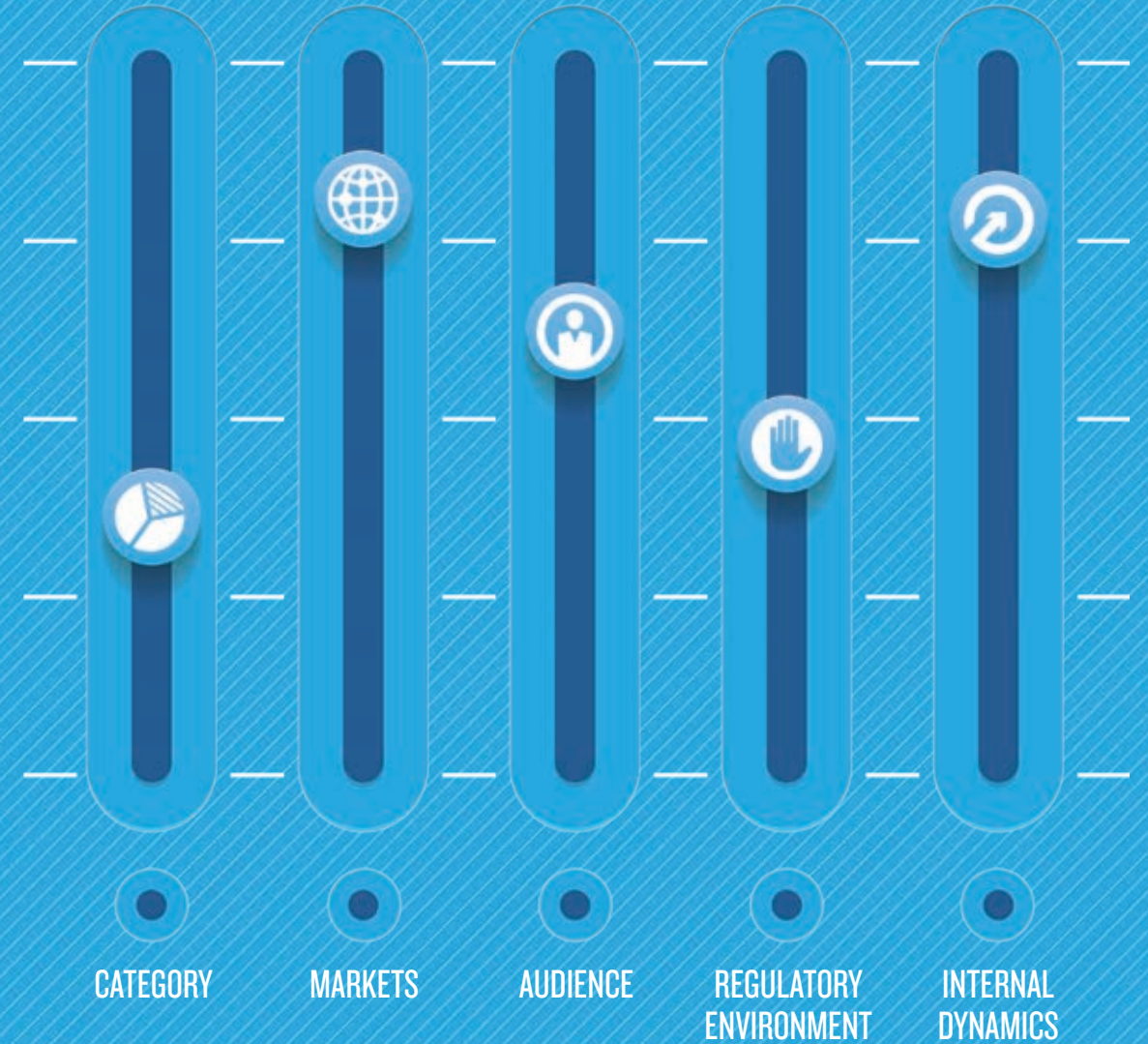
However, there is one truth that seems to transcend the different types of models and that is the continual transference of power from local to global and then back again.

In the new world of Deep Globality, global brands must recognize that this push in one direction, followed by an over-correction in the other direction, is an inefficient use of precious time and resources.

Global brands need a more purposeful strategy that identifies the sources of freedom within their global framework. This starts by first defining that framework itself. The framework should help to define how globally or locally to behave, and secondarily provides the internal freedom to have an ongoing understanding and responsiveness to the key dynamics that affect the business.

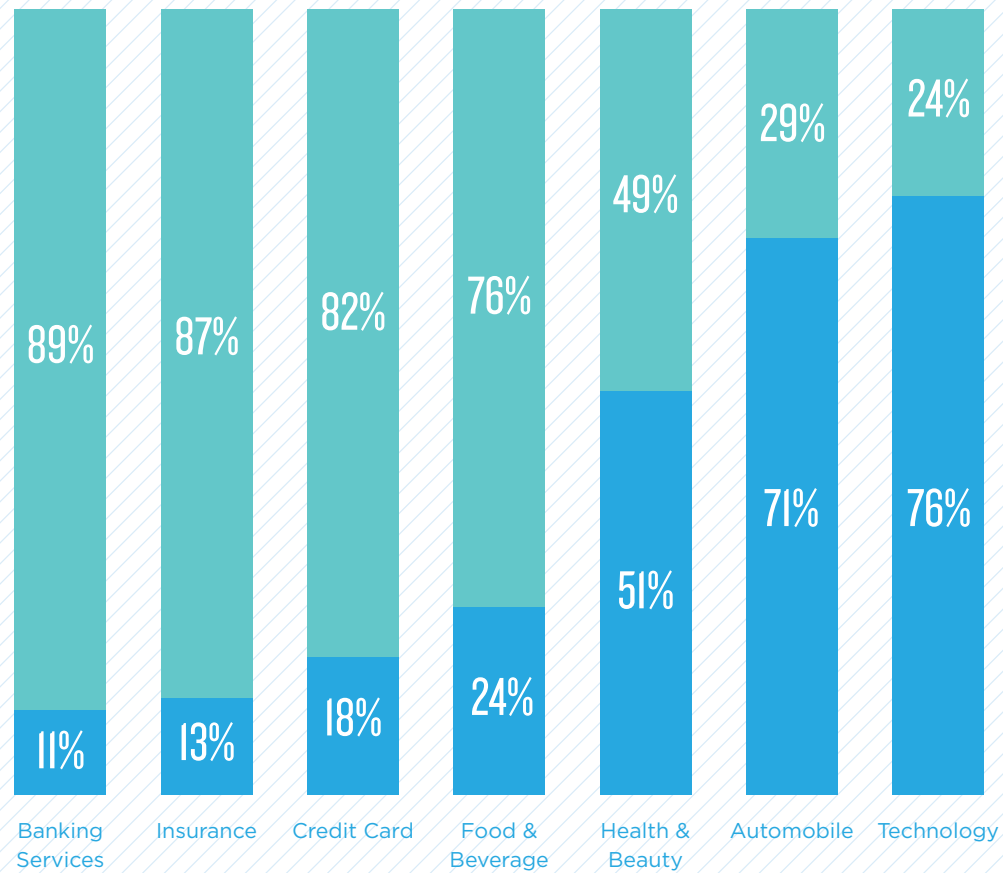


CALIBRATE YOUR GLOBALITY



DO YOU MOSTLY PREFER TO BUY LOCAL OR GLOBAL BRANDS?

■ Mostly local brands
■ Mostly global brands



CATEGORY

If we ask people whether they mostly prefer global brands or local brands in a variety of categories, there are stark differences from one category to another.

For example, in the financial services industry and food and beverage industry, people declare a strong preference for local brands. This doesn't mean that global brands cannot succeed in these categories, but rather that global brands need to be aware of the tremendous trust and local understanding that is required to succeed at a local level.

If we look more closely at the food and beverage category, in our qualitative research, we asked respondents to create a collage that summed up their identity. Many of these collages were completely dominated by local food.



A collage produced by a Chinese respondent to sum up their "identity"

CATEGORY

In many ways, food is the foundation of culture, residing at the bottom of Maslow’s hierarchy of needs. The consumption of food and beverages is tightly wound with rituals involving family, socialization and identity creation. It is one of the most precious expressions of culture, and people can be very protective over what they regard as their unique heritage.

Despite the inherent localness of the category, it’s also true that people are developing a more adventurous and international palate. In fact, 68% of people say that food has introduced them to other cultures. In many ways, food is like a gateway drug to new places, as this astute respondent observes:



Everyone needs to eat — but if you’re open to trying food from a country, you may be more open to learning more about that culture. It’s the gateway drug.

— Respondent from the U.S.

Our survey data indicates that the countries that have been most effective at exporting their food to other markets are the U.S., China, Italy and Japan.

A collage produced by a French respondent to sum up their “identity”

PARTAGE GOURMAND!

Recevoir

Tout savoir sur...

CE SOIR, J'INVITE

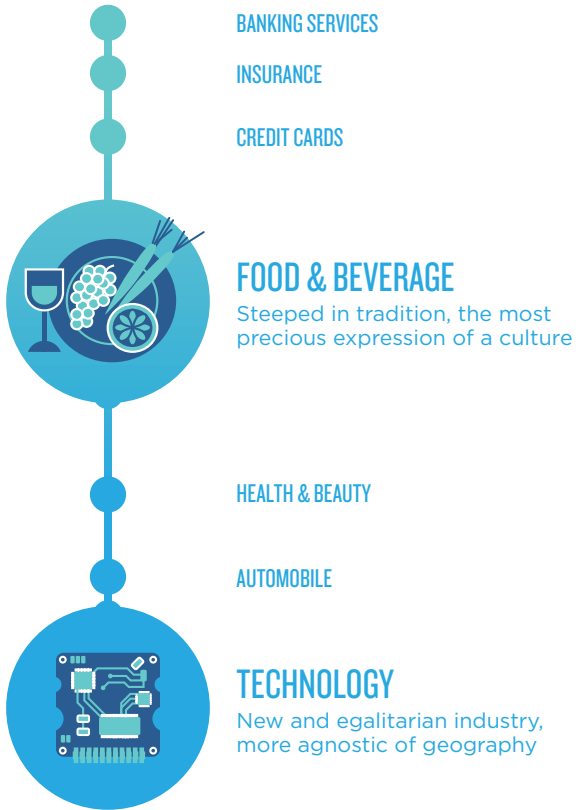
4 NOUVEAUX RESTOS

CREATEUR D'EMOTIONS

BONNE FRANQUETTE

DO YOU MOSTLY PREFER TO BUY LOCAL OR GLOBAL BRANDS?

- Mostly local brands
- Mostly global brands



At the other end of the local—global category spectrum, we find technology brands (where people express a strong preference for global brands).

Some of this is driven, of course, by the lack of truly local, innovative technology brands in many countries. At a broader level, you might argue that as a newer industry, which naturally facilitates cross-border understanding, brands here would more easily lend themselves to global platforms.



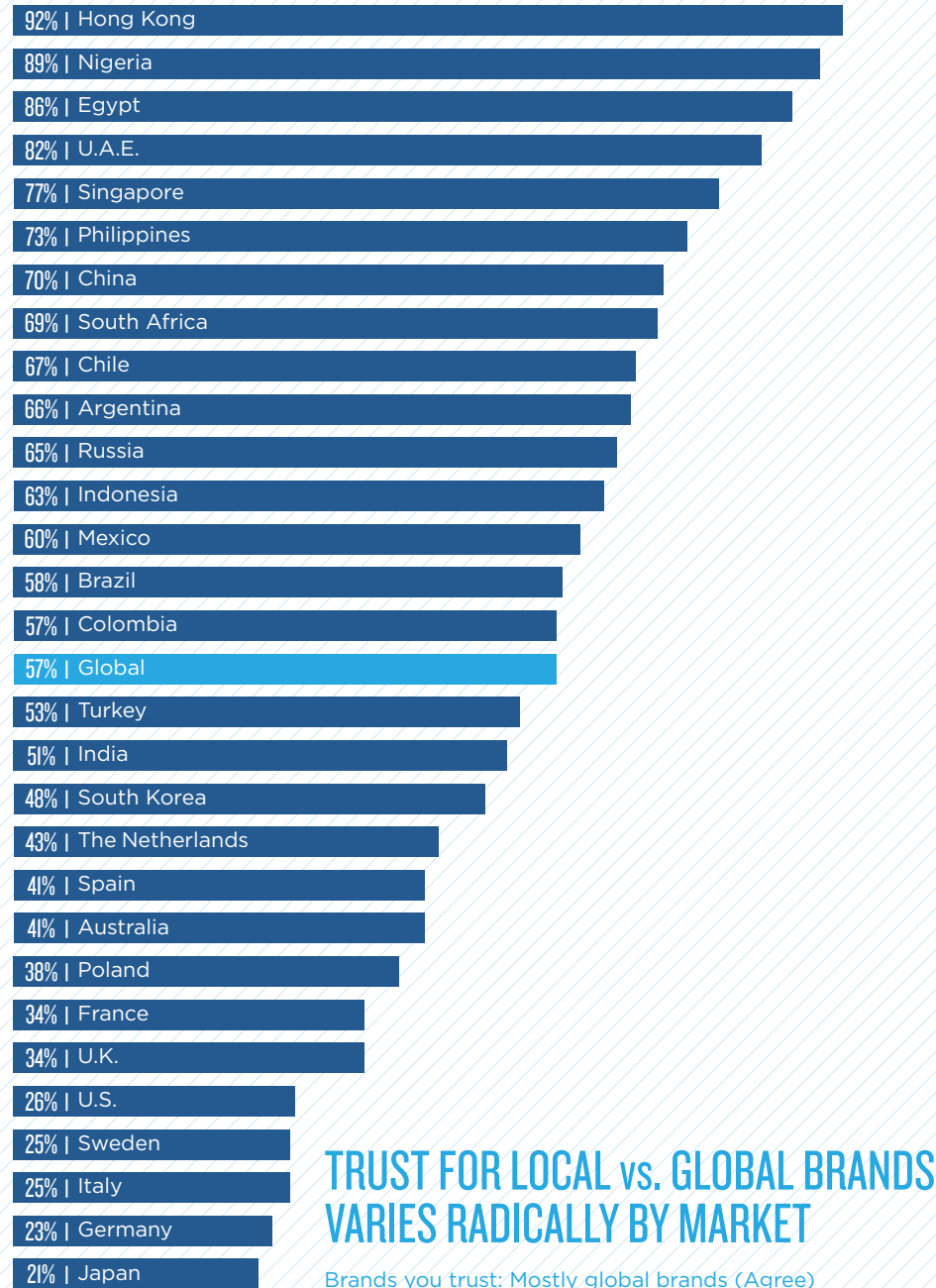
When considering their category dynamics, brands must ask key questions:

Do you understand the expectations that accompany your category? And how to meet them and transcend them?

If you operate in a more localized category, what is the gift of your globality?



MARKETS



MARKETS

Of course, it is not only categories that exhibit their own unique dynamics, but markets also.

For example, if we look at trust in global brands (vs. brands that originate in your local market) we see dramatic differences between markets.

Broadly speaking, we see the highest levels of trust in global brands in the Middle East, markets with large ex-pat populations and developing markets.

At the other end of the spectrum we find Japan, a market often characterized by its uniquely local tastes, least willing to trust global brands over local brands. We also find a number of European markets expressing more trust in local brands, perhaps reflecting some of the nationalism trends highlighted earlier. It is also the case that the local brands in these countries oftentimes are global brands. So from the perspective of these countries, they say they prefer homegrown brands — but the nuance is that many of these brands are known as reputable global brands.

And as we explore the story behind individual markets it is also worth noting that each market has its own equity at a global level.



Colombians think America is even cooler than Americans do



High income individuals are more likely to associate “Made in England” with high quality beauty brands



55+ year olds are more likely to associate high quality beauty products with “Made in France”



People in APAC and the Middle East most associate high quality in general with “Made in Germany”

As brands seek to calibrate their globality, the brand’s origin story can also play an important role. It is vital to understand the equity the country of origin holds and how this plays out differently around the world, as well as understanding new countries with growing equity in the brand’s sector.



When considering market dynamics, brands must ask key questions:

Do you need to adapt your strategy for markets that embrace global brands more or less enthusiastically?

Does country of origin matter in your case?

Do you understand the equity your country of origin holds and how this plays differently around the world?

TARGET

If we want to dive even deeper into the complex world of global brands then we must capture the fact that individuals also vary greatly when it comes to attitudes towards globalization.

MORE POSITIVE



ARMCHAIR GLOBALIST

- 35% of population; highest in Nigeria, lowest in Japan
- Consider themselves global citizens
- Don't travel frequently, but love ideas, brands, and people from other countries



EXTREME GLOBALIST

- 11% of population; highest in South Africa, lowest in America
- Love everything global: culture, media, and brands from other countries — and physical travel is central to their discovery of new things
- Find global brands and the possibility of having access to them to be appealing



PROFESSIONAL GLOBALIST

- 13% of population; highest in England, lowest in Nigeria
- Travel internationally frequently, but mostly for work
- Tend to be wealthy, older, and consume more local culture despite their frequent travels



STAUNCH LOCALIST

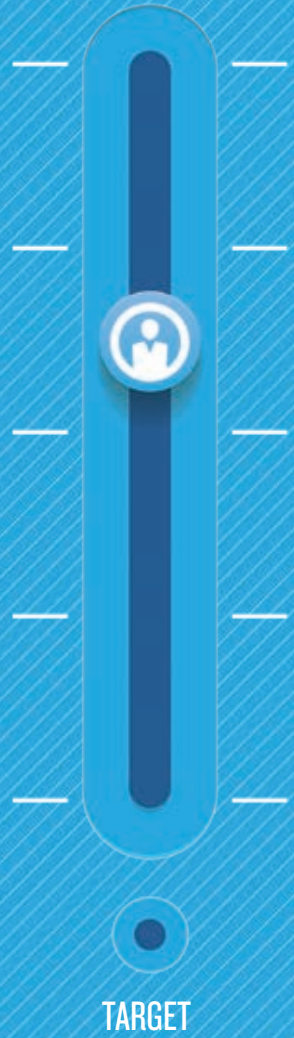
- 19% of population; highest in America, lowest in Singapore
- Less inclined to see themselves as global citizens and tend to buy locally
- They aren't necessarily negative about globalization, they're just less inclined to take part



RELUCTANT GLOBALIST

- 22% of population; highest in Sweden, lowest in Brazil
- Don't consider themselves global citizens, but consume media, culture, and brands from other countries
- Their concern comes from fear of countries losing their cultures

LESS POSITIVE



All of these segments are, of course, important. But the Armchair Globalists may be one of the most interesting segments for global brands.

This segment contains the highest number of millennials and in many ways this is the group that is spearheading the new Enlightenment. They are the first generation of grown-up digital natives and they are most passionate about participating in a more global world. In fact, 87% believe that a more global world expanded their opportunities. Yet it would be dangerous to conclude that this group is sacrificing local culture in their quest for global culture. Almost half of people in this group say that their country of citizenship is the thing that most defines them in the world today and 47% are worried about the erosion of local culture.

87%

believe that globalization expands opportunities

47%

are worried about loss of local culture due to globalization



SPOTLIGHT ON THE ARMCHAIR GLOBALIST

Spearheading the new Enlightenment
First generation of grown-up digital natives



When considering audience dynamics, brands must ask key questions:

Is your target audience primarily globally or locally minded? Or does it straddle both?

And how do you adapt your approach accordingly?

REGULATORY ENVIRONMENT

Of course, global brands are their own best experts when it comes to the regulatory environments of the countries in which they operate. And while it's not the sexiest part of the framework, it is one of the most important when deciding how to behave in a market.

We propose key questions to consider as you operate in the context of regulatory compliance:

How can we find a way of positioning regulation as a springboard for innovation and creativity rather than a limiting force? Scarcity has the ability to breed creativity; how can perceived constraints be re-framed as opportunities for imagination?

How radically does regulation in our category vary from market to market and how do we adapt?

INTERNAL DYNAMICS

The most important thing here is to be aware of the company's internal dynamics and recognize that there is no right model. It is true, however, that every global organization should set itself up to find and spread greatness across departments and borders, regardless of where that greatness originates.

We propose the following questions to consider:

What patterns has our organization followed over the last 15-20 years? Are we oscillating between a centralized and decentralized model?

How could we improve the structures within our organization in order to find and spread greatness?

OLD WORLD

Centralized OR Decentralized

Once a brand has explored relevant research and information in each of these pillars they have a good start on how global or local their system should be. This helps create the framework, and enables us to figure out where the freedom within that framework lives. This can replace the old world of globalization, where centralized versus decentralized dominated the conversation.

NEW WORLD

Freedom within a Framework

Once you've successfully arranged the levers of your globality, it's important to understand the countries in which you operate from a deep cultural level. This leads to our second principle, earning our way into culture.

1
CREATE A
GLOBALITY
FRAMEWORK

2
EARN OUR WAY
INTO
CULTURE

3
INSPIRE
CREATIVE THAT
TRAVELS

EARN OUR WAY INTO CULTURE

Earning our way into culture is no easy task and involves an exploration of *The What*, *The Where*, and *The How*.

The What

Simply put, earning our way into culture begins by understanding culture.

From Hofstede to Maslow, many great thinkers have explored ways of classifying and understanding culture over the years.

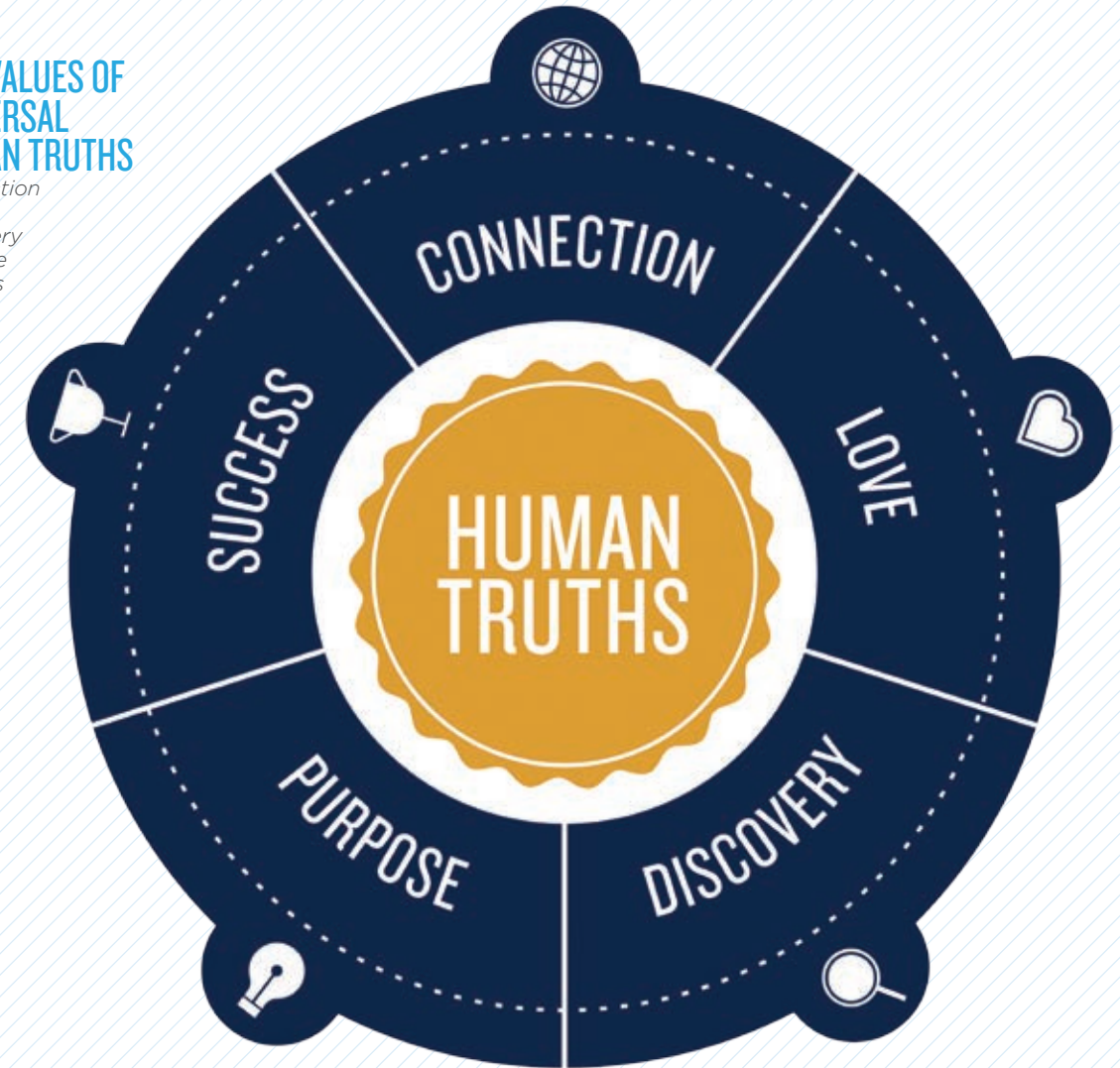
We've built our own model by classifying and grouping the things that people regard as universal human truths. We've contextualized these by exploring the digital, social and economic shifts that inform these truths today.

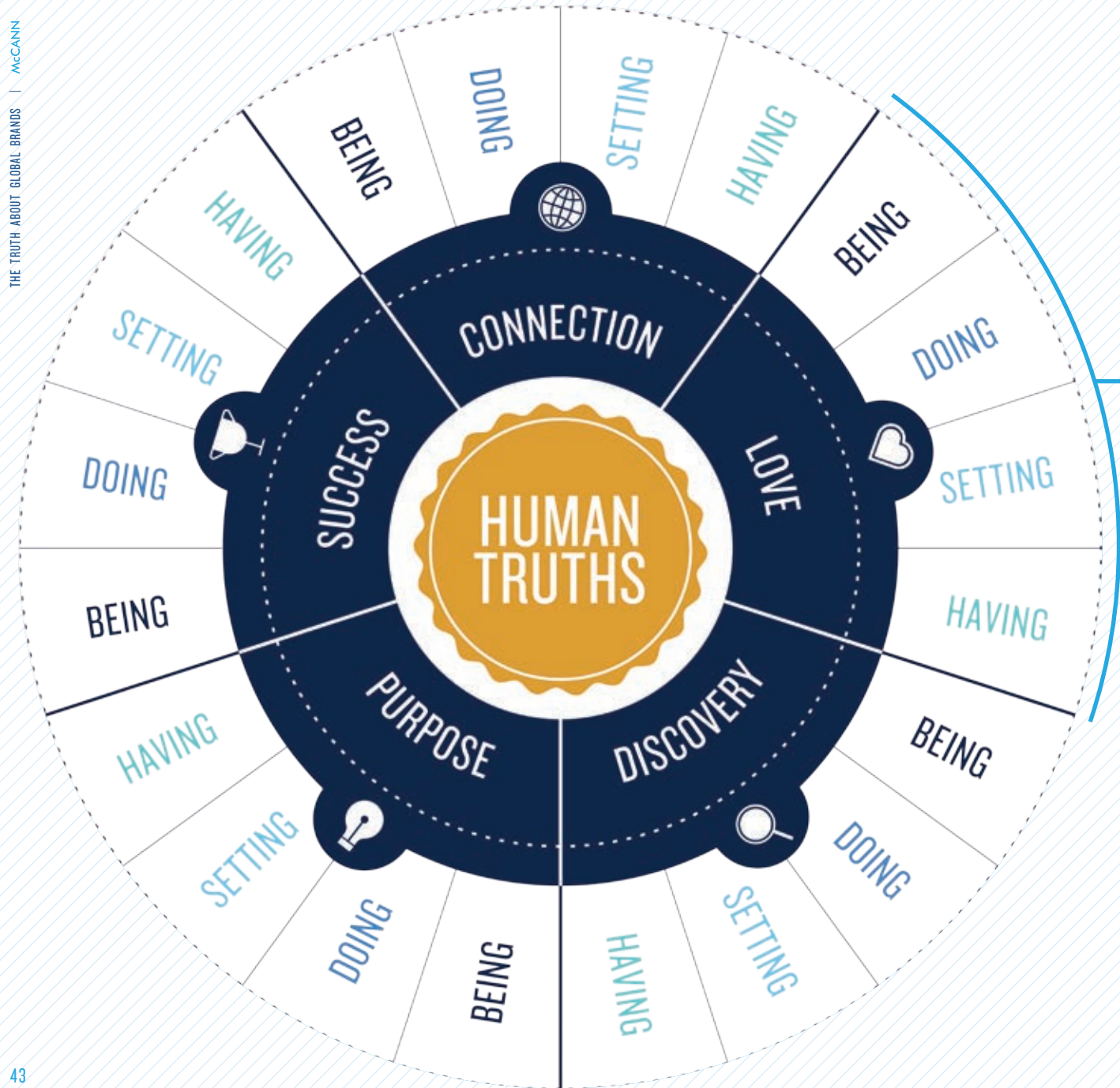
We asked people to rate a number of statements about humanity and a number rose to the top as being more universal. For instance, 77% of people agree that everyone wants their children to be more successful than they are themselves, and 62% believe that no one wants to be alone.

Taking the truths as a whole, this analysis identified five fundamental values.

FIVE VALUES OF UNIVERSAL HUMAN TRUTHS

Connection
Love
Discovery
Purpose
Success





The way people express these values differs, however, by market.

Each value is associated with different modes of being, doing, setting and having in different markets.

For example, if we look at the expression of love, an Argentinian says "I love you" around 24 times a week, whereas a Japanese person will say this once a week at most.

24

ARGENTINA

7

FRANCE

1

JAPAN

15

AMERICA

LOVE

Number of times per week a person says "I love you"



If we explore connection in the context of close friends, we find that the gregarious Indonesians have the greatest number of close friends in our survey, while the more cautious Russians cite only four close friends.

CONNECTION

Number of close friends a person has



Success is often synonymous with one's professional achievements, and here too, we see a range: the free-spirited Australians say they've had seven jobs in their lives, while Nigerians have fewer than half as many.

SUCCESS

Number of different jobs a person has had in their lifetime



Once brands understand these powerful nuances, they can respond accordingly by creating communication and ideas.

For example, MasterCard has uncovered a global truth about connection (that experiences are more important than things, summed up with the idea "Priceless™"). However, that truth about connection is expressed very differently from market to market.

See two ads for the Priceless Cities campaign executions that ran in London and in Paris. The former highlights the first date trend in London of visiting galleries and museums; the latter emphasizes a sensual, stylish and spontaneous notion of romantic connection.

**PRICELESS CITIES
CAMPAIGN: LONDON**
*In-the-know,
curious, cultured*





**PRENDRE LE TEMPS
D'OUBLIER LE TEMPS,
ÇA N'A PAS DE PRIX.**

MasterCard présente Priceless Paris :
une sélection d'expériences et d'avantages
pour vivre Paris passionnément.
priceless.com/paris



Once we understand the role our brand can play and how to express that in market-relevant ways, the next piece of the puzzle is connecting with people, which takes us to *The Where*.

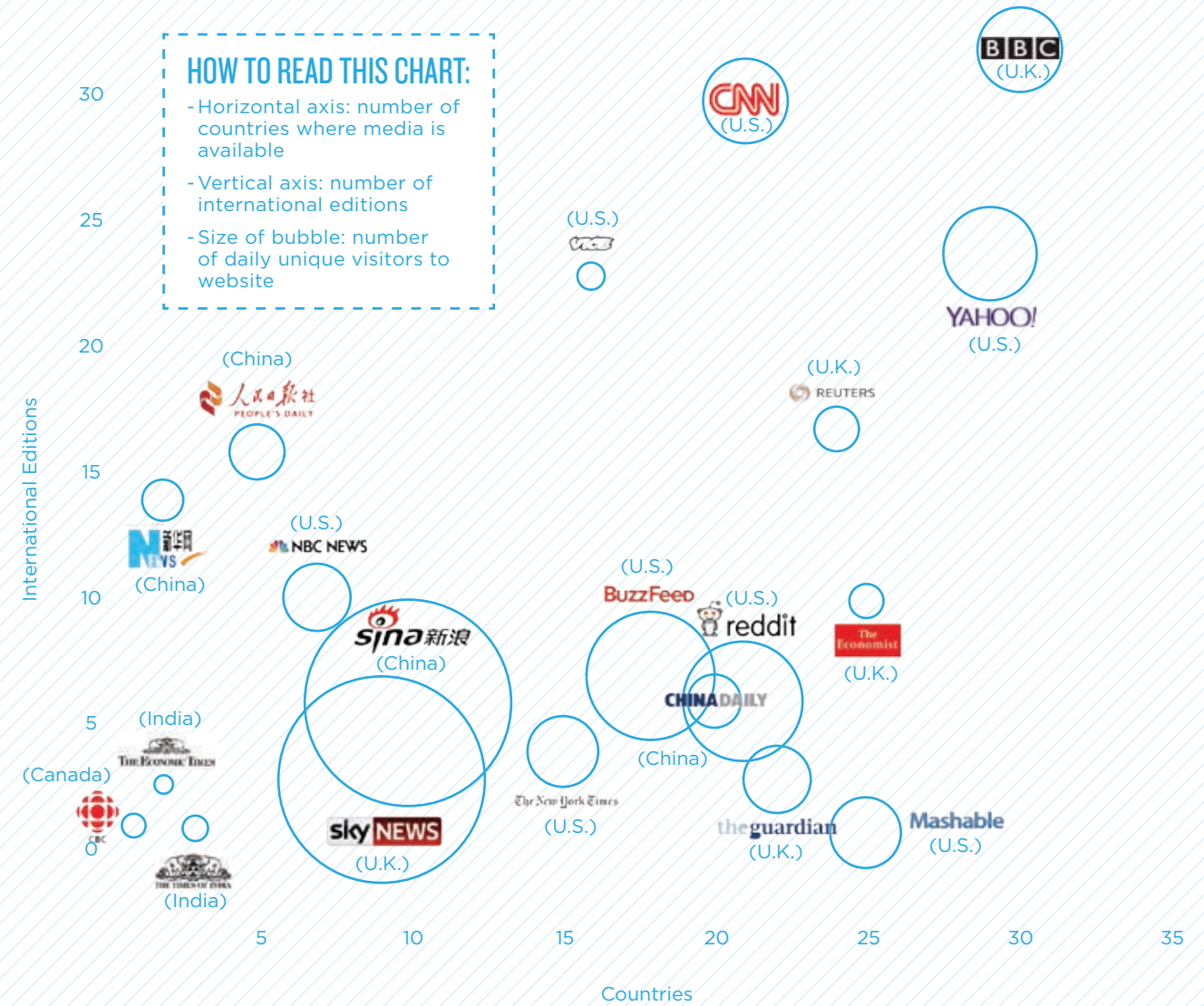
The Where

We were surprised to find that there wasn't really such a thing as global media. We measured the globality of traditional media sources by looking at the number of international editions that were available and the number of countries where they had viewership, and found that they are far from being truly global. Compared to other media outlets, CNN and BBC have the most reach, having significant viewership in 20-30 countries. Other outlets worth noting are Sina and Sky News, which have the largest number of daily visitors on their website, but have less reach.¹

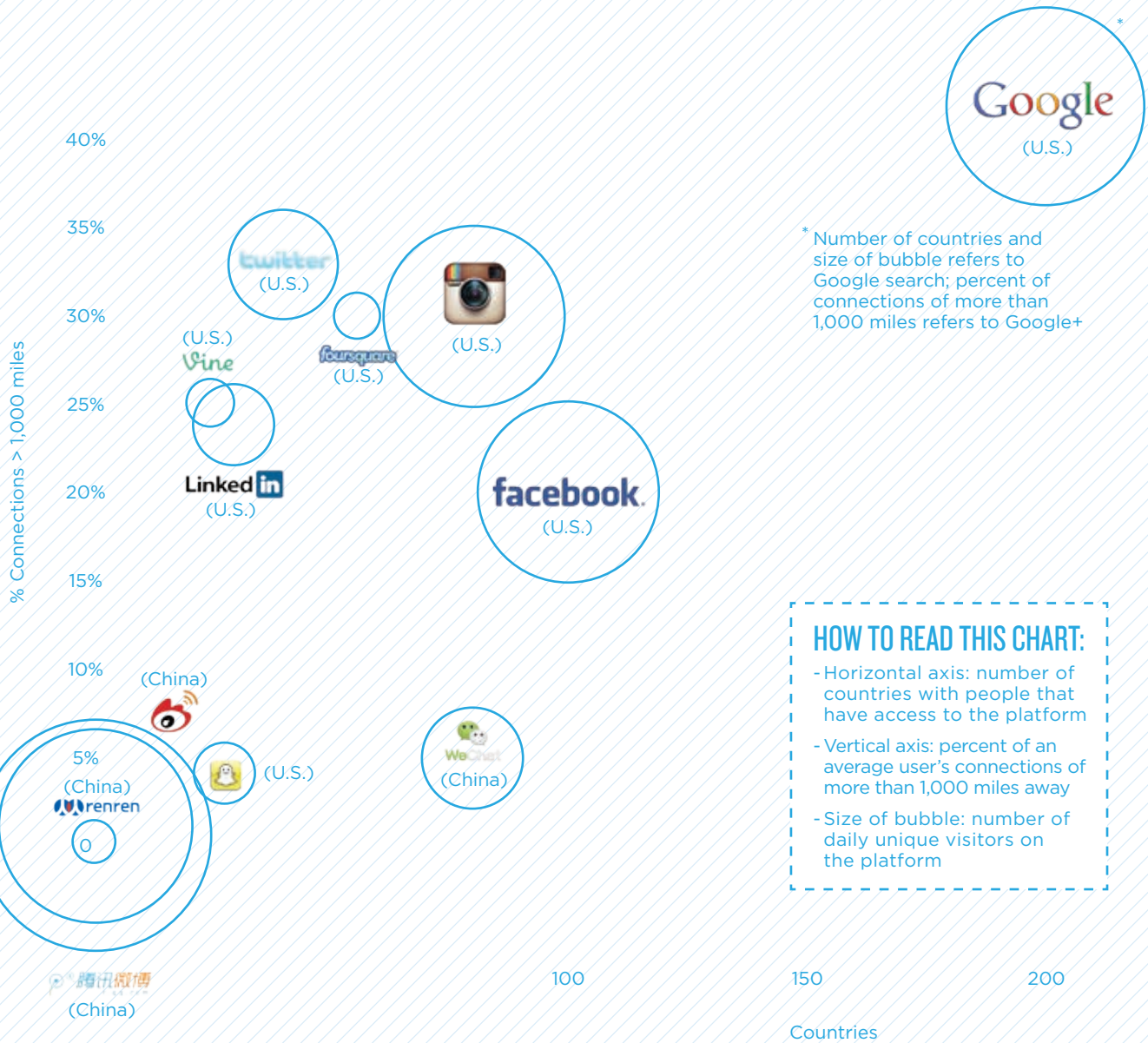
¹ cnn.com, bbc.com, vice.com, buzzfeed.com, chinadaily.com, theeconomist.com, reuters.com, yahoo.com, mashable.com, theguardian.com, thenewyorktimes.com, nbcnews.com, alexa.com

PRICELESS CITIES CAMPAIGN: PARIS

*Sensual, stylish,
spontaneous*



Sources: cnn.com, bbc.com, vice.com, buzzfeed.com, chinadaily.com, sina.com, skymedia.co.uk, timesofindia.com, economicstimes.com, cbc.ca, en.people.cn, xinhua.net, theeconomist.com, reuters.com, yahoo.com, mashable.com, theguardian.com, thenewyorktimes.com, nbcnews.com



* Number of countries and size of bubble refers to Google search; percent of connections of more than 1,000 miles refers to Google+

HOW TO READ THIS CHART:

- Horizontal axis: number of countries with people that have access to the platform
- Vertical axis: percent of an average user's connections of more than 1,000 miles away
- Size of bubble: number of daily unique visitors on the platform

Sources: Pew Research, Cornell University, alexa.com, Facebook Annual Report, Stanford University, University of Toronto, Texas A&M University, appannie.com

Even social media is not as global as you think. Facebook's readers come from 100 countries around the world, and it has a massive user base of more than 30 million people daily.¹ But when we look at how much individuals are connected to users outside their home market, we see that only 20% of connections are from more than 1,000 miles away, based on research from 2013.² However, social media is rapidly connecting more and more people across borders. In particular, the percentage of Facebook connections from more than 1000 miles away has nearly doubled, from 10% to 20%, from 2009–2013.³

When we look at Chinese social media sites, they are even more local, in that most users are only friends with people close in proximity to them.

One of the more interesting effects we're seeing in this new landscape is the role of visual and video culture as the great equalizer. Given its ability to travel without much translation or need for adaptation, video culture will be the cross-border communication engine of the future.

Media, Meet Social

It's important to note that the size and usage of social media platforms in countries is driven as much by cultural attitudes as it is by the level of development experienced by a particular country. So while brands have traditionally tracked digital platform usage and penetration in different countries, it's the cultural perspective that provides a deep understanding of how people connect, access and engage with social media.

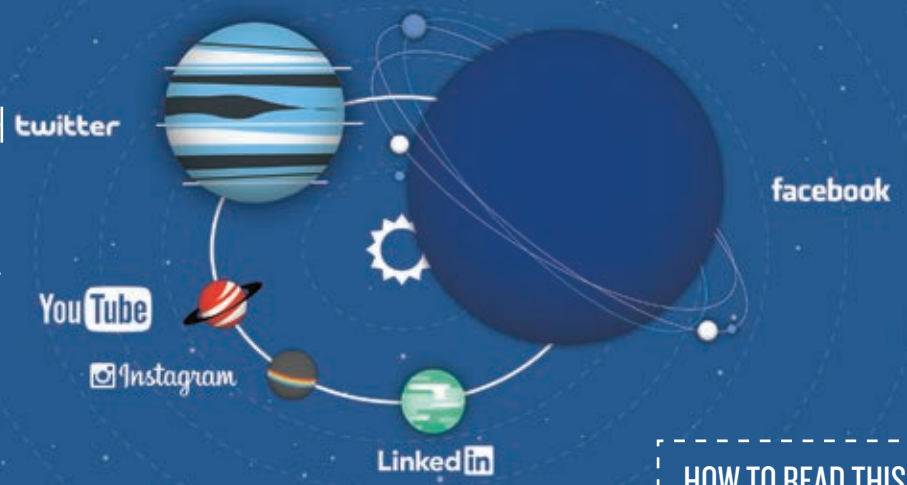
It is vital that we understand the unique media landscape in every market, and as more and more marketing funds are diverted to social media, an in-depth understanding of the "Social Solar System" provides a great advantage.

For example, if we contrast the Philippines and Germany, the former culture, which thrives on second-by-second social connection, drives a large Twitter following; whereas risk-averse Germans have embraced the same platform far less enthusiastically. The size of the circle represents the size of the Internet universe in those markets.

¹ Cornell University
² Facebook Annual Report
³ Texas A&M University

PHILIPPINES DIGITAL SOLAR SYSTEM

Huge Twitter following driven by a culture that thrives on second-by-second social connections

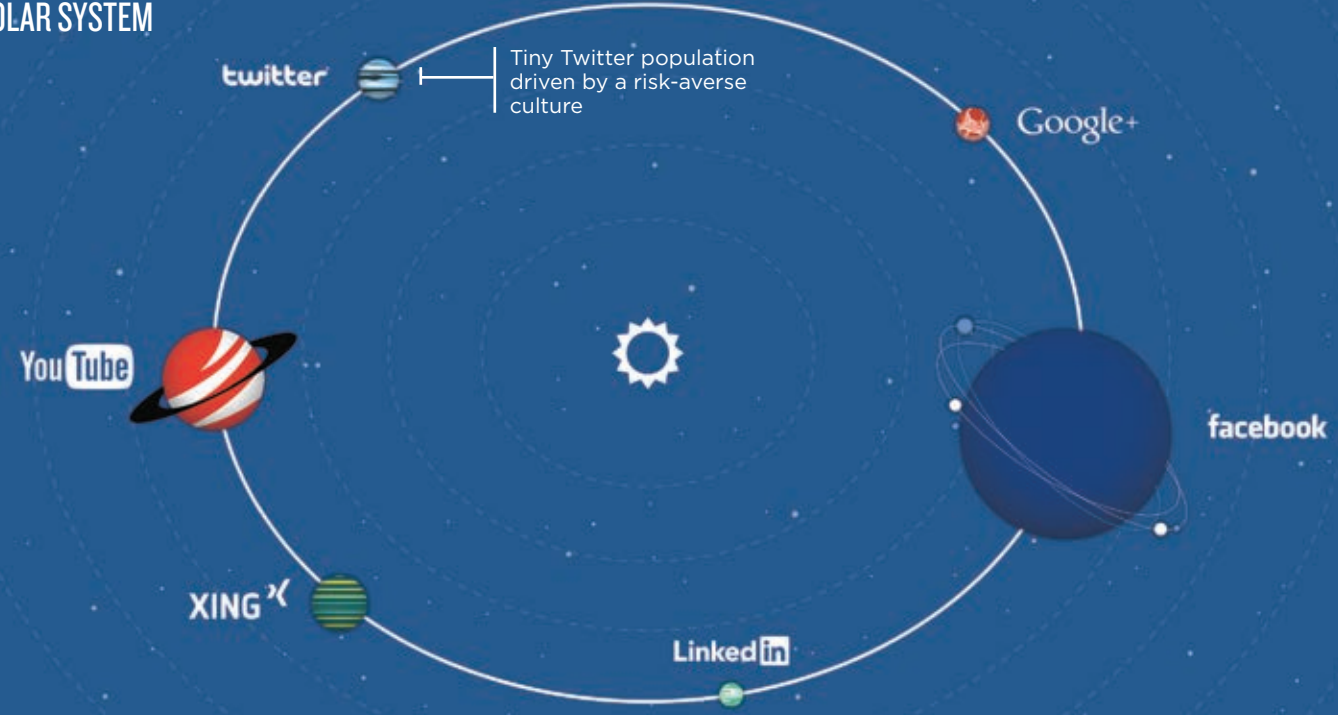


HOW TO READ THIS CHART:

- Size of solar system represents size of country's total internet penetration
- Size of individual planets represents the number of active users

GERMANY DIGITAL SOLAR SYSTEM

Tiny Twitter population driven by a risk-averse culture



The important truth from this part of the analysis is that even the seemingly global media vary greatly in terms of their engagement by market.

Earning our way into culture begins first with understanding: understanding the universal truths that unite markets, but also the cultural nuances that give them texture and relevance. This is coupled with an understanding of the unique media landscape or "Social Solar System" of individual markets, so that we know where to connect with people.

But how does a brand really behave if it wants to be part of the fabric of a culture, what's *The How?*

The How

If we revisit our segmentation we see that there are some issues that transcend segmentation. The number one perceived benefit of living in a more global world (across segments) is access to culture, which includes job opportunities.

In stark contrast to this optimism of discovering new ways of life, the number one concern of living in a more global world is loss of culture.



#1 BENEFIT

Access to other cultures



#1 CONCERN

Loss of individual cultures

If brands are seeking to facilitate greater globality it is vital that they play an additive (not reductive) role in culture. As a Japanese respondent stated:



The entering culture should not overtake the existing values. There needs to be a way to co-exist, while being able to learn the interesting parts from each other.

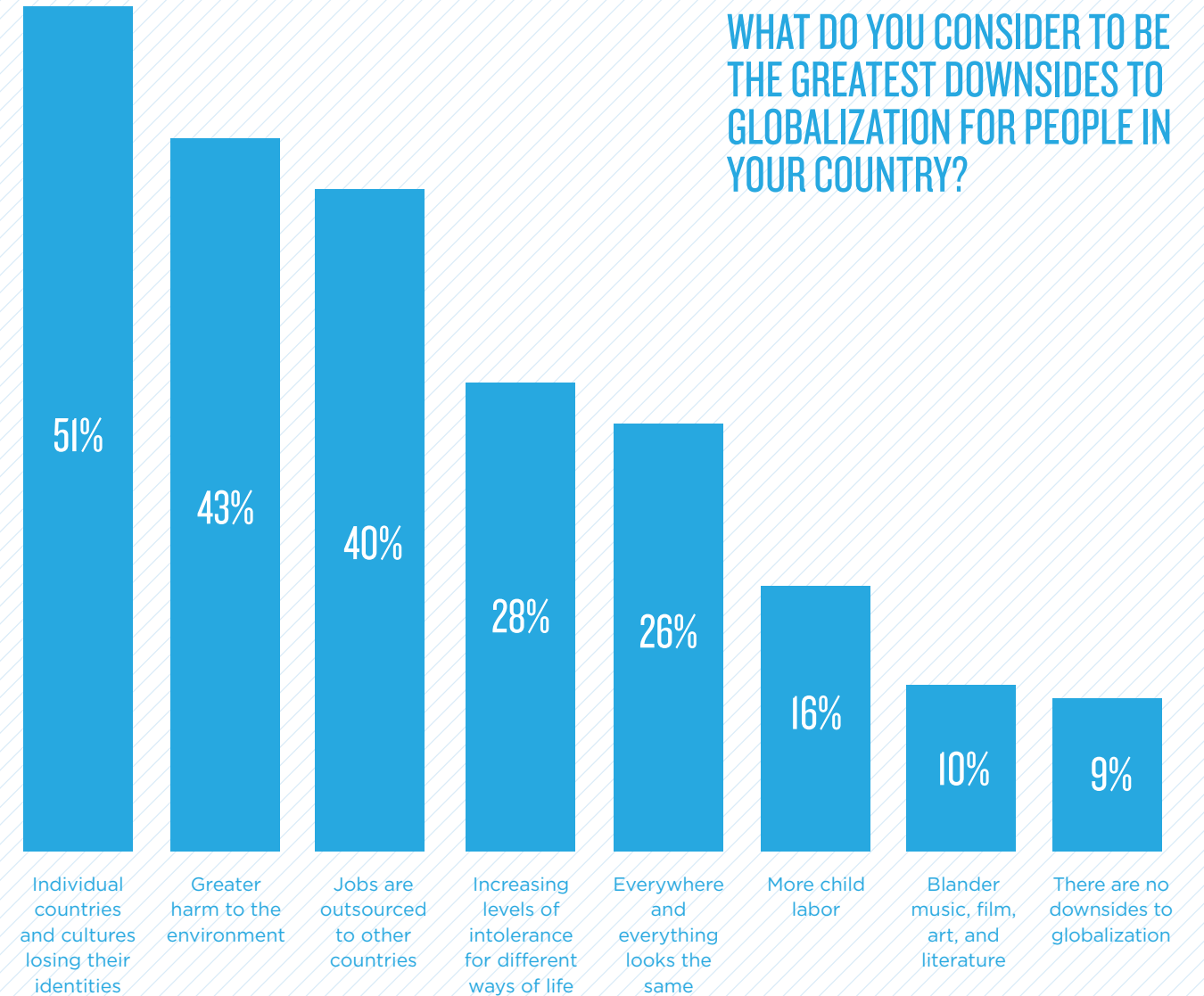
— Respondent from Japan

Perhaps marketers need to change the questions they ask as they seek to launch ideas in multiple markets. Rather than asking the question “Does this work *in* Peru?” we should be asking, “Does this work *for* Peru?” (Perhaps after that, we should ask ourselves “And what can we learn *from* Peru?”)

Rather than asking the question “Does this work in Peru?” we should be asking, “Does this work for Peru?”



WHAT DO YOU CONSIDER TO BE THE GREATEST DOWNSIDES TO GLOBALIZATION FOR PEOPLE IN YOUR COUNTRY?





HAPPY ID

Special discounts in restaurants and exclusive promos just by showing your HAPPY ID



THE MOVEMENT THAT CHANGED THE IDENTITY OF A WHOLE COUNTRY.

WHAT'S THE CONTEXT?
Peru is ranked 1st in economy growth in Latinamerica. But somehow, is still number 16th in happiness index in the region.

WHAT COCA COLA DID ABOUT THIS?
In Peru, there isn't a law that forbids you to smile in your ID. That inspired The Happy ID movement, for each Peruvian to put a smile where is most needed, their identity. An integrated campaign supported the idea, encouraging people to show their happiness in all media channels.

HOW BIG THIS WAS?
In the first month, 45,000 out of 50,000 ID processed by the Peruvian government where HAPPY IDs. The HAPPY ID movement will soon start growing into other countries, spreading happiness all over the region.



Free photo booth with smile detection.



Billboards



Online



TV Spots



Social Media

If we seek to find an example of this, Coca-Cola was able to play an enriching role in Peruvian culture when they observed that Peruvians are rarely happy in their national ID card photos. Coca-Cola believes that smiling is a sign of optimism, well-being and happiness (and it should be expressed and become increasingly visible). By introducing Happiness ID booths that only responded when the individual smiled, Coca-Cola was able to find a quirky way of spreading feelings of happiness in a country where people are reportedly less happy than they might be.

Having an additive role in local culture may sound like a "nice to have," but in truth it is increasingly seen as a business imperative. The lawmakers of many emerging markets are tired of global companies that enter their countries without improving the communities within which they work. As the PwC CEO report stipulates:¹



Catering for the needs of these local communities can protect a company's "license to operate."

— PwC CEO Report

¹ 17th Annual Global CEO Survey, <http://www.pwc.com/>. PricewaterhouseCoopers, 2013. Web, 2014.

OLD WORLD Push a new idea at culture

NEW WORLD Earn our way in

So, we've got the operating framework of how global or local we are, we've got a set of behaviors with regard to culture, now we just need some ideas to help spread this. And, this is where our third and final principle comes into play.

INSPIRE CREATIVE THAT TRAVELS

The era of Deep Globality represents a new reality unfolding all around us as people and ideas flow in new directions across the planet. Cultural flows are no longer being pushed out from West to East; today's ideas come from anywhere and have significant impact on culture all around the world. They're fascinating because these flows inform new cultural norms. Take for example the impact of Latino beauty on global beauty ideals: half of the last 14 Miss Universe titles have gone to women from Latin America. And all of these new cultural flows are, of course, fueled by the ubiquity of technology.

As Mick Ebeling, CEO and founder of Not Impossible Labs, stated in his interview



An Egyptian teacher with a smart phone has as much chance of coming up with a great idea as a baby billionaire in Silicon Valley

— Mick Ebeling,
CEO & Founder of Not Impossible Labs

According to Gord Ray, former Publishing Director at Wallpaper Magazine, it is incredibly outmoded to assume that a “developed market would come up with a great idea ahead of a developing market.”

1
CREATE A
GLOBALITY
FRAMEWORK

2
EARN OUR WAY
INTO
CULTURE

3
INSPIRE
CREATIVE THAT
TRAVELS



There are many cultural flows around the world that we can track, such as Nollywood (Nigerian cinema) and the ideals of Latin beauty.

If we look at the spread of all things Korean (beauty, pop, drama) for example, using Google trends data we can see the lightning fast spread of culture to all major continents in the world.

The Korean Wave is having tremendous impact around the world — for example, Korean-pop videos have amassed 2.2 billion views on YouTube.¹

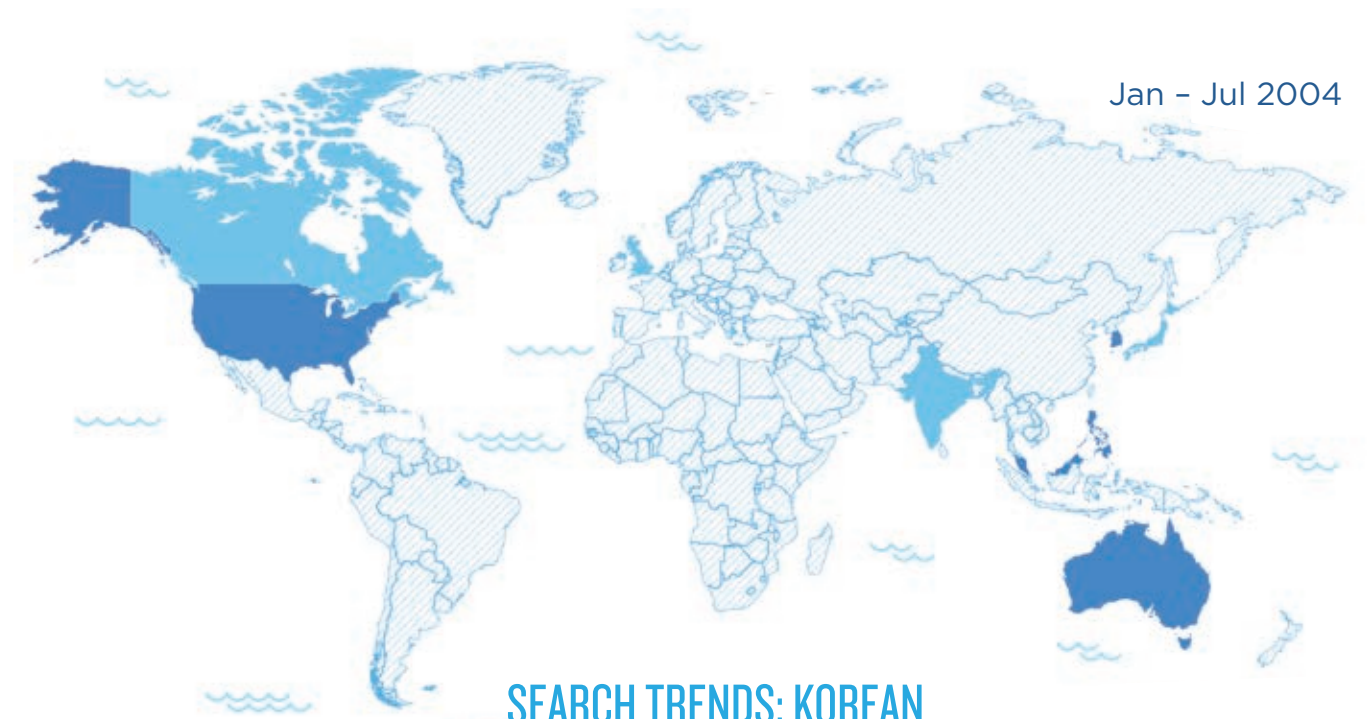
All kinds of cultural forces are spreading around the world in new and surprising directions. If we look at the rise of Bollywood we see that more than a third of revenue comes from outside India.²

¹ Wikipedia K-Pop, http://en.wikipedia.org/wiki/K-pop#YouTube_views. Wikipedia.com, 2011. Web, 2014.

² Bollywood's Global Faces, <https://www.saudiaramcoworld.com>. Aramco World, 2011. Web, 2014.

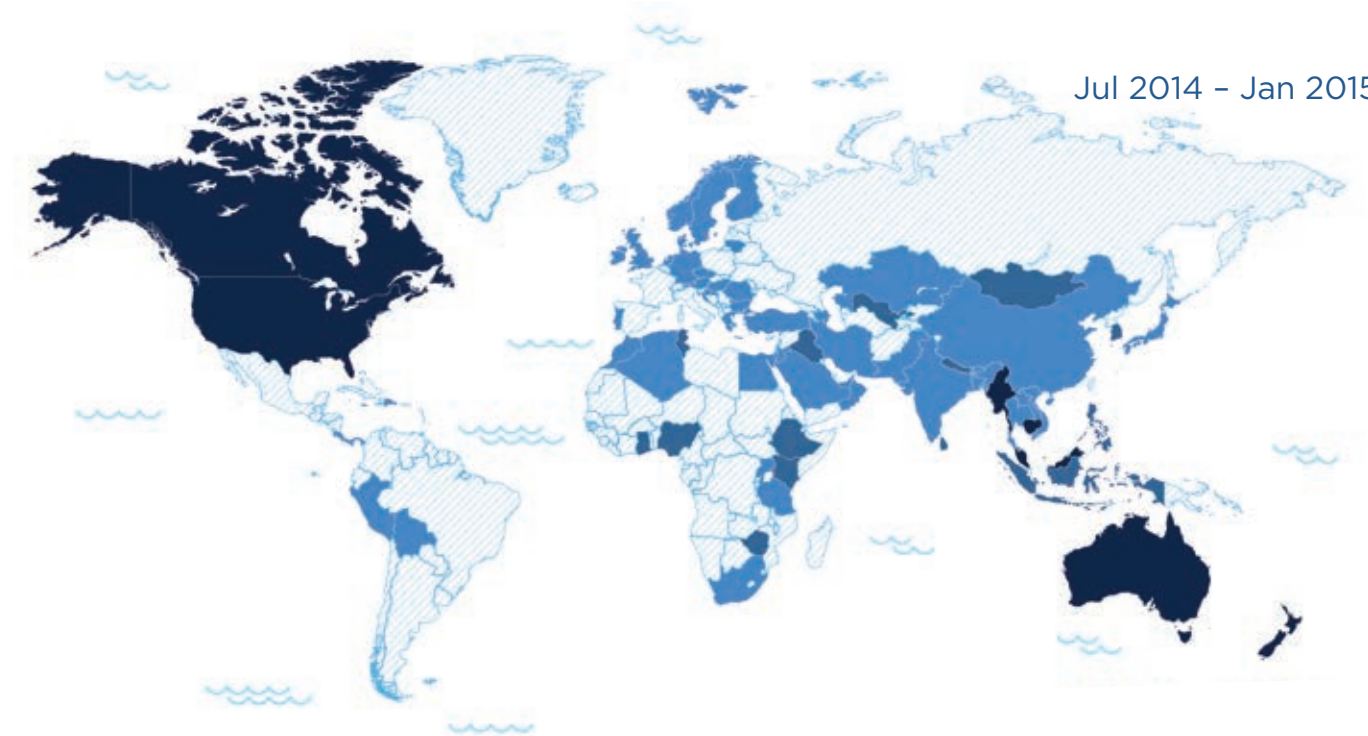
SEARCH TRENDS: KOREAN ▶

Search trends between Jan 2004 and Jan 2015

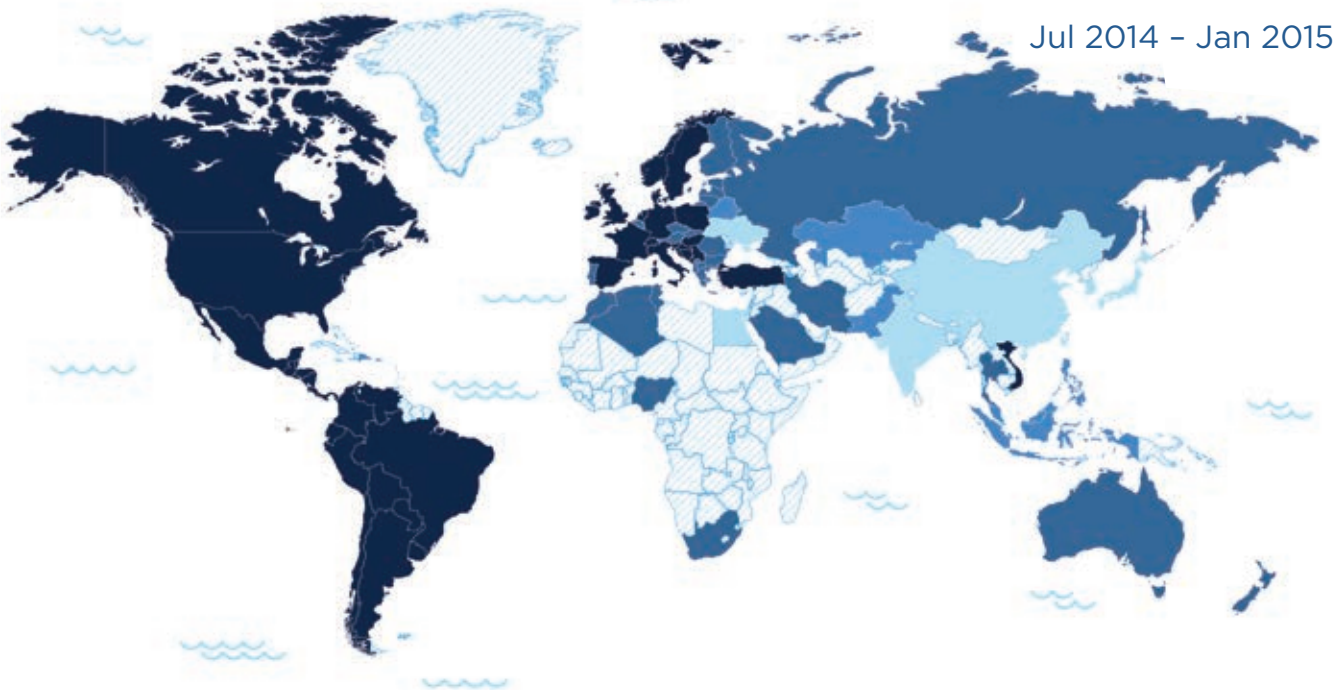


Jan - Jul 2004

SEARCH TRENDS: KOREAN



Jul 2014 - Jan 2015



Apocalyptic American fiction has enjoyed massive success around the world, largely due to the shared global mood of uncertainty. As Gale Anne Hurd, *The Walking Dead* executive producer, explains:



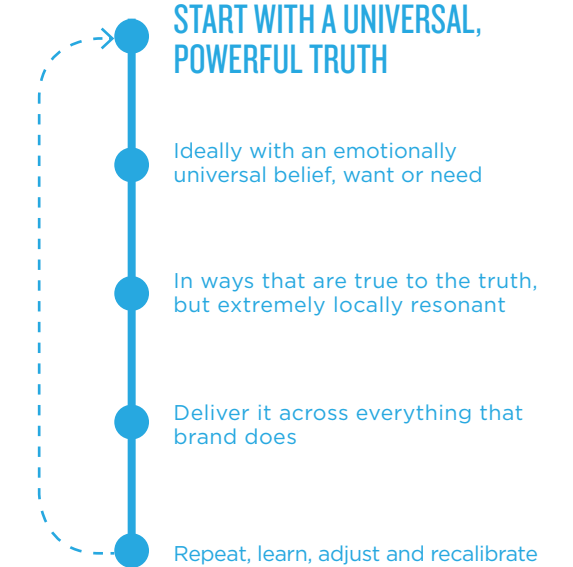
I think that in the zeitgeist right now around the world is that we're on the edge of some kind of apocalypse — the global financial crises, climate change, floods, tsunamis, hurricanes, earthquakes — and we're uneasy in every country on the planet.

— Gale Anne Hurd
Executive Producer of *The Walking Dead*

Gale and the team behind *The Walking Dead* observed a cultural truth sweeping the globe, and used that as the foundation to build upon. They understood the challenge that once we arrive at a meaningful idea, we need to help it live and breathe in the world.

◀ **SEARCH TRENDS: THE WALKING DEAD**
Search trends between Jun 2010 and Jan 2015

In essence a brand must remain committed to a universal, powerful truth while building in time to recalibrate, drive local relevance and ultimately, deliver it across everything the brand does.



However, to understand how contagious creative ideas cross borders from one market to another, it's useful to think about the creative process and how best to create the conditions for greatness.

Avoiding Lowest Common Denominator Thinking

While there is certainly a moment in any strategic or creative journey to understand, adapt, and respect (as the last chapter demonstrated), there will also come a moment to protect and project the idea. A global idea can be tortured in the endless cycle of adaptation and it's vital to resist lowest common denominator thinking. There is the need to protect your original truth, and essence of the idea is clear.

We asked, Gareth Neame, the executive producer of *Downton Abbey*, whether they had adapted the show in light of the new global audience.

A global idea can be tortured in the endless cycle of adaptation and it's vital to resist lowest common denominator thinking.



We definitely don't do anything like that at all. In fact, we go against it. Because of course, now we could cast the pick of actors around the world, and we're not very interested in having famous faces, just for the sake of the attention. We're not really interested in that sort of circle stunt casting, we're not really changing anything...it was all really cooked up over a dinner that we had about six years ago, (and that) is the show and how it's come to be. And we try to stick to those values.

— Gareth Neame
Executive Producer of *Downton Abbey*

Similarly, Gale Anne Hurd, the executive producer of *The Walking Dead*, rallied against what she sees as the formulaic approach to TV success:



I think the very important thing is to find a very unique and original voice. The greatest concern that I have is that people think there is a formula for something.

— Gale Anne Hurd
Executive Producer of *The Walking Dead*

Here we see the danger of deviating from your fundamental truth and essential authenticity.

The Simple Solution

So, if there is no formula for guaranteed creative success, then where does that leave us? How do clients know where to bet their money?

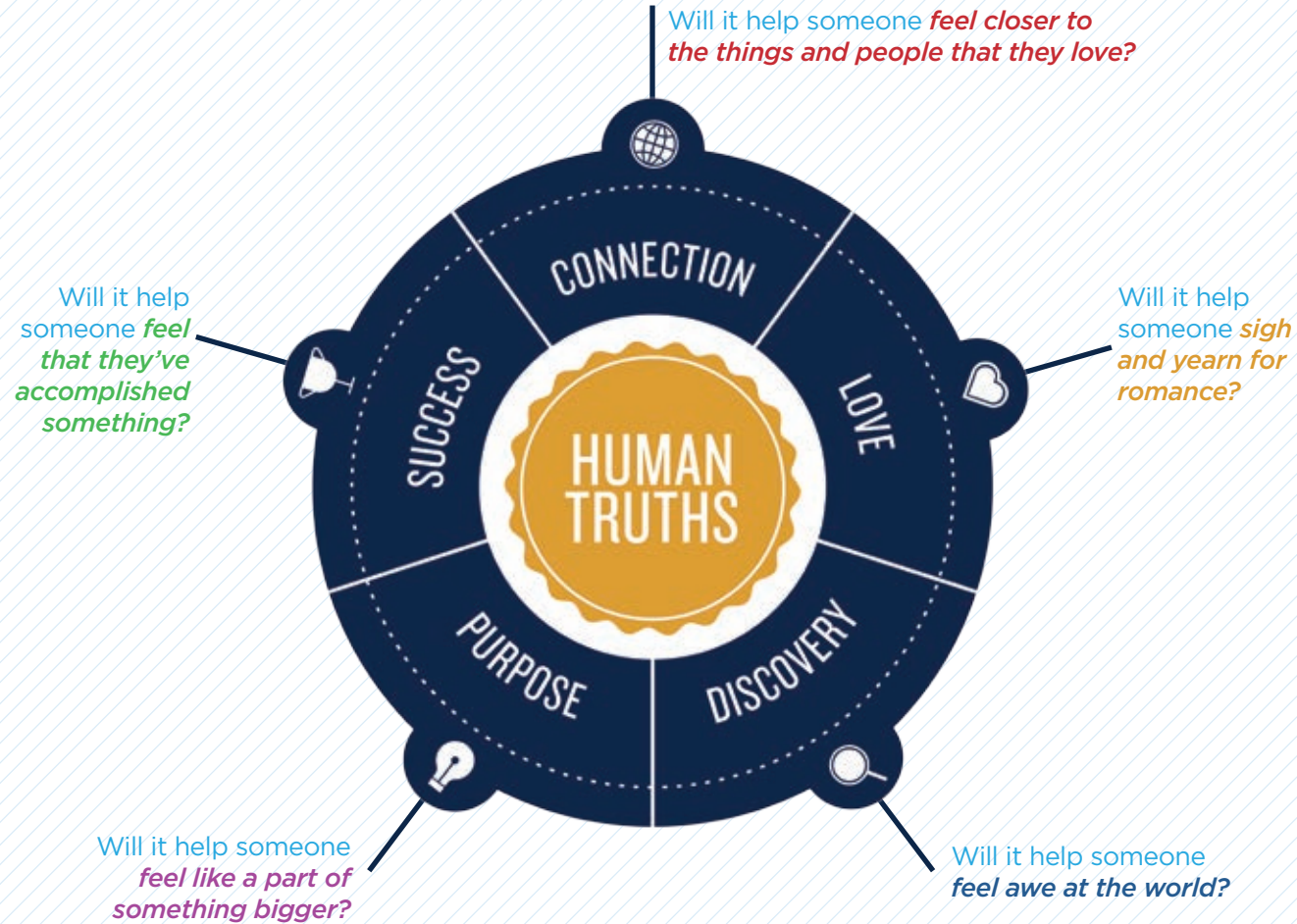
We believe the best, most effective way of approaching complexity is not with more complexity, but with simplicity. And that simplicity can be boiled down into one question that any marketer can ask himself or herself, "Will it move people?" Because if it does, it has more hope of moving the market.

And if we revisit the universal human truths identified earlier, we can use these as a platform to imagine the universal reactions that we may hope to elicit: will it make someone laugh, sigh, share or cry?

Greater globality can also increase the potential for great ideas if we consider the magic in the mix. Creativity is often defined as making connections between ideas where none previously existed. Smashing people and ideas together across borders can create unforeseen sparks.

Take the Cronut for example: American donut meets French croissant, creates a bakery sensation that has people queuing around the block!

UNIVERSAL TRUTHS SPARK UNIVERSAL REACTIONS



IN SUMMARY

The principles we've presented allow us to create an operating framework, a mission, a set of behaviors and a view on ideas that travel. In short, they allow us to navigate the world of Deep Globality.

- 1
CREATE A
GLOBALITY
FRAMEWORK
- 2
EARN OUR WAY
INTO
CULTURE
- 3
INSPIRE
CREATIVE THAT
TRAVELS

In the old world, brands built a model that swung between centralized and decentralized. In the new world of Deep Globality, we move to achieving freedom in a framework. The framework helps first determine how global or local to be, and the freedom within it provides an ongoing understanding and responsiveness to key dynamics that affect the business.

In the old world, brands pushed products and services across borders — exporting out. In the new world of Deep Globality, brands earn their way into people's lives every day. If people's number one concern is loss of culture, how do brands play an additive rather than reductive role? The key lies in understanding broad human truths and going deep into local cultural nuances and media networks.

In the old world, a global idea meant lowest common denominator thinking, to be everything to everybody everywhere. In the new world of Deep Globality, ideas can come from anywhere and go anywhere. We can unleash cross-border by asking a simple question, "Will it move people?"

With these three principles, we have the tool-sets and, with this research we have the data behind it to help not just simply translate, but more so transcreate, and craft the world's next chapter of meaningful marketing.

ONE FINAL THOUGHT TO LEAVE YOU WITH...

As part of this study, we traveled the world and spoke to real global citizens. These were people who had lived and worked in multiple countries, had family all over the world and prided themselves on their global outlook.

These individuals turned out to be some of the most interesting people in the world. They are strongly rooted in their identity, but they flow freely between cultures. They are also fascinated by (and protective of) their new host culture.

But perhaps most importantly, we thought of them as “The World’s Best Houseguests.” They are respectful, they clean up after themselves and they have great stories to share at the dinner table.

As brands become increasingly global and flex their muscles in more and more spheres of people’s lives, it’s interesting to consider what brands could learn from these truly international individuals who embody so much of what is great about Deep Globality.

In essence, what if brands acted like the World’s Best Houseguests, too?

The World’s Best Houseguests



RESPECTFUL



CLEAN UP AFTER THEMSELVES



GREAT STORYTELLERS



APPENDIX

Experts interviewed for this research

Maarten Albarda, Former VP of Global Connections, Anheuser-Busch InBev

Lisa Bacus, CMO, Cigna

Mick Ebeling, CEO and Founder, Not Impossible Labs

Jonathan Foyle, Chief Executive, World Monuments Fund

Linda Franco, Co-founder and CEO, Machina Wearable Technology

Fernando Gaitan, Producer and screenwriter, *Yo soy Ugly Betty*

Neil Golden, Former CMO, McDonald's

Gale Anne Hurd, Executive producer, *The Walking Dead*

Fred Kleisner, Independent Director: Caesars Entertainment; Kindred Healthcare; Apollo Res Mrtg, Former CEO, Morgans Hotel Group

Alice McInerney, Founder, AnyWearStyle

Gareth Neame, Executive producer, *Downton Abbey*

Suk Park, Co-founder, DramaFever

Raja Rajamannar, CMO, MasterCard Worldwide

Gord Ray, Publishing director, Former *Wallpaper** Magazine

Carla Schmitzberger, President, Havaianas

Miguel Silva, Former Advisor for the Colombian President

Joe Tripodi, Former CMO, Coca-Cola Company



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