

MARKETING BRIDGE OF GLOBAL COMPANIES FROM WEST TO EAST: CREATE, COPY AND PASTE OF GLOBAL CONSUMER CULTURE

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Abstract

This paper is focused on ‘marketing bridge’ from West to East. On the basis of marketing activities and by using opportunities in environment, global companies influence the creation and transfer of global consumer culture (GCC). The basis is presented by "patterns" of global consumer behaviour by product categories. In the process: creating, copying and pasting, "patterns" of global consumer behaviour by product categories are mostly transferred on relation West - East, i.e. from Western countries and regions to Eastern ones. Consumers, by purchasing global brands and in general by their behaviour according to certain patterns contribute to the survival and development of global companies (which are, for the time being, from the West).

Key Words: *global marketing, global consumer culture, global brands, global consumer behaviour, Western countries, Eastern countries*

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Introduction

Global companies are trying to create global market by marketing activities - consumers with the same (or at least similar) wants and behaviour. In order to realise their goal, global companies create and promote "patterns" of global consumer behaviour by product categories (PGCB/PC) and in that way influence the global consumer culture (GCC). Global consumers participate as co-actors in the process of creation of GCC by purchasing and using global brands (see Figure 1).

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Figure 1: *The process of GCC creation based on marketing activities of global companies*



Source: *Authors*

After the introduction, drivers of global culture and GCC have been presented. Creating, copying and pasting of PGCB/PC are in the focus.

Drivers of global culture and GCC

According to definitions of numerous authors, the culture is the sum of the attitudes, beliefs, values and norms learned and shared by a group of people (individuals as members of society) and it is transferred from generation to generation. Hofstede defines culture as "the collective programming of the mind that distinguishes the members of one category of people from those of another" (Hofstede & Bond, 1988). From the marketing perspective, social-cultural environment affects wants, preferences and consumer behaviour. Briefly and simply, culture can be presented "as the shaper of behaviour" (Terpstra & Russow, 2000) because it "directs" and "shapes up" consumer behaviour.

Numerous elements of culture can be divided in two groups: non-material and material culture. Non-material elements of culture are attitudes, beliefs, values, norms, language (verbal and non-verbal), religion, education, etc. Material culture refers in the first place, to technologies and the manner of organisation of economic activities based on available infrastructures (economic, financial, marketing, social, etc.). All elements of culture are interrelated.

Culture is characterised by two opposing, yet simultaneously occurring and reinforcing movements: the homogenization and heterogenization of cultures, which affects acculturation. Acculturation to global consumer culture (AGCC) is the process in which individuals learn and adopt the norms and values of a culture different from the one in which they grew up; that is the process in which individuals acquire the knowledge, skills and behaviours that are appropriate to global consumer culture. Acculturation in general, as well as acculturation to global consumer culture, occurs along two often conflicting dimensions, those of the original and mainstream cultures (Cleveland & Laroche, 2007).

"The forces that Levitt described didn't produce a homogeneous world market; they produced a global culture" (Holt et al., 2004). As Bird and Stevens (2003) point out, members of homogeneous group neither share a common geographic location, socioeconomic class, religion, native language, nor a national culture (p. 397). However, on the other hand, they share a common set of values, attitudes, norms, language and behaviours.

Authors point out the following forces that affect the creation of global culture and GCC: capitalism (Cleveland & Laroche, 2007), global consumer culture positioning (GCCP) (Alden, et al., 1999; Gammoh, et al., 2011), reputation and organisational culture (Alon & Higgins, 2005; Shih, 2017), integrated marketing communications (IMC) (Cleveland & Laroche, 2007; Holt, et al., 2004; Rakic & Rakic, 2015a), global branding and brands (Bird & Stevens, 2003; Holt, et al., 2004; Holt, 2006; Tosun & Yuksel, 2009), media (Bird & Stevens, 2003; Hoover, 2011; Kavka & Weber, 2017; Lundgren & Evans, 2017), technology advances, development of ICT and digital revolution (Quelch, 1999; Rakic & Rakic, 2015c; Shih, 2017), accepting the English language as the "world language" (Bird & Stevens, 2003), global transport (Cleveland & Laroche, 2007), the increase of number of tourists (Quelch, 1999), labour mobility (Quelch, 1999), global mindset - view of consumers – want for global linking and ties, membership in global culture, transnational cosmopolitanism (Bird & Stevens, 2003; Cleveland & Laroche, 2007; Zwigle, 1999), existing global consumers – business and consumer markets (Quelch, 1999), sustainability orientation (Rakic & Rakic, 2015b, Rakic & Rakic, 2015c), etc.

"A recent, very successful historical form of globalization is the Euro-Atlantic model of human integration, the so-called Westernization. Yet,

the author believes that the future of globalization is not ultimately associated with the Westernization of countries of the second world” (Granin, 2014).

Drivers of global culture and GCC that are pointed out in this paper are:

1. Marketing actors

- Global companies
 - Process of rationalization: cost-benefit analysis as indicator - small market potential in the home country compared to world market potential, economies of scale, utilization of global resources (human resources, raw materials, etc.)
 - Global marketing strategy of global companies: model – behaviour pattern of global consumer (by category of products), i.e. "pattern of using products in certain category of products” (the culture of using products) - (PGCB/PC)
 - GCCP, IMC, global brand(s), exemplary persons – celebrity endorsements
- Media, and especially, social media (social networks etc.), consumers as viral media;
- Distribution channels – retailers and wholesalers

2. Changes in environment

- Economic development
- Growth in world trade
- Technology advances, development of ICT and digital revolution
- Global transport
- Power of accepting the English language as the "world language”
- The increase of number of tourists
- Labour mobility
- Student mobility
- Integrations

3. Consumers

- Rational mindset – view of consumers (economic benefits - greater value)
- Global mindset – view of consumers – want for global linking and ties, membership in global culture, cosmopolitanism, better image of brand(s)
- Existing global consumers - business and consumer markets as a promoter and media of GCC (see Figure 2).

Consumers are specific co-actors; because by purchasing and using of global brands they (un)consciously contribute to the survival of global companies.

Figure 2: *Interrelations of drivers of global culture and GCC*



Source: *Authors*

Emergent global culture, was described by Bird and Stevens (2003, p. 395) as: one world, one language (English); one world, one thirst (Coca-Cola); one world, one food (Nestle); one world, one car (Toyota); one world, one worldview (global media). Based on the aforementioned, the conclusion may be derived, that the goal of global companies is the creation of GCC, and the following leads to that: one world, one worldview; one world, one (PGCB/PC).

Global companies behave, in the first place, rationally-profitably. Small market potential in the home country compared to world market potential caused orientation from home market to global market.

Rational behaviour also means achieving economies of scale – bigger production, means lower costs by product unit, i.e. lower product price, i.e. more competitive products (based on cost leadership strategy). Besides achieving economies of scale, on the production side, economies of scale can also be realised in marketing and advertising by aligning spending behind a limited number of brands rather than across a larger number. Additional economies can be achieved by only having to produce

one television ad that may require dubbing, as opposed 20 or 30 different advertisements (Craig & Douglas, 2000).

Rational behaviour implies rational using of resources, as well. Global companies research ("scan the world") and use quality global resources (human resources, raw materials etc.) at as much low price as possible.

In order to achieve revenues and profit as big as possible, as big as possible production volume is required, and that further means, as big as possible number of "won global consumers". In such a way, creating and communicating of PGCB/PC is imposed as the next goal. Global companies create patterns of modern - "in" behaviour of global consumers, i.e. the culture of using products – by certain product categories. PGCB/PC includes all marketing activities of companies, which are oriented towards creating desired manner of behaviour of global consumer. Some cultures are associated with specific product categories, so that marketers speak about "fast-food culture", "credit card culture", "pub culture", "coffee culture", and so on" (Keegan & Green, 2011). Figure 3 shows local and global patterns of behaviour for selected product categories in Serbia.

Figure 3: *Local and global patterns of behaviour of consumers – the culture of using products for selected product categories in Serbia*

| Culture of using products by product categories | Traditional domestic "patterns of behaviour" | Accepted regional and global "patterns of behaviour" |
|---|---|--|
| "Water-culture" | <ul style="list-style-type: none"> • Tap water • Bottled water – domestic brands | Bottled water – regional and global brands |
| "Soft-drinks culture" | <ul style="list-style-type: none"> • Domestic fruit drinks – domestic "home-made" soft-drinks (made of cherries, apricots, etc.) • Domestic (local and national) brands | <ul style="list-style-type: none"> • Carbonated soft drinks • Brands: Coca-Cola, Pepsi, etc. |
| "Coffee culture" | "Domestic" ("Serbian", "Turkish") coffee | <ul style="list-style-type: none"> • Instant coffee • Brands: Nescafe, Jacob's, etc. |
| "Fast-food culture" | <ul style="list-style-type: none"> • Sales places of fast-food: meat ball houses, the "Leskovac grill" • Domestic brands | <ul style="list-style-type: none"> • Fast-food chains • McDonald's, etc. |
| "Alcohol culture" | <ul style="list-style-type: none"> • Domestic "home-made" brandy • Domestic brands | • Regional and global brands |
| "Music culture" | Domestic rock, pop and folk music | Foreign music – e.g. rock, hip-hop, punk, etc. |
| "Product categories culture" | Domestic brands | Regional and global brands |

Source: *Authors*

In Serbia, for example, in addition to tap water, bottled water is used more and more, both domestic and regional and global brands. Domestic "home-made" fruit drinks (made of cherries, apricots etc.) have been replaced to a great extent by domestic brands and carbonated drinks based on cola, and in the first place by Coca-Cola. Furthermore, different kinds of domestic "home-made" brandies, such as "sljivovica" (brandy made of plums), "kajsijevaca" (brandy made of apricots), "viljamovka" (brandy made of Williams pears) have been replaced by domestic, regional and global brands of bear, vine, whiskey etc. For decades, so-called domestic (terms are also used - traditional, "Serbian", "Turkish") coffee had been drunk in Serbia. Over time, besides domestic coffee, different types of instant coffee have begun to be used. Nowadays, hotels, restaurants and cafes (HoReCa) in which domestic coffee can be ordered are rare. On the other hand, even at home, different types of instant coffee are prepared more and more. Formerly, there was a custom of serving domestic coffee with sugar cube or Turkish delight. Nowadays, there are rare households, mostly in rural areas, in which that custom has been maintained. However, today, different types of instant coffee are served with biscuits at HoReCa. Marketing activities of global coffee producers and distributors have lead, to a great extent, to changes in behaviour of consumers of coffee in Serbia. Media, mobility of people - tourists, students, employees etc. have contributed to mentioned changes. In the field of fast-food, fast-food places, such as "meat ball houses", the "Leskovac grill" etc., have been replaced to a great extent by chains of fast-food restaurants. In older times, children used to go out and play outside, in parks, on playgrounds etc., and now they play "games" in front of a computer, send messages over the Internet and mobile telephones, gather via social networks (Facebook etc.). The payment is redirected from cash to cards. Orthodox families in Serbia celebrate certain Orthodox holidays. Some families in Serbia, for many years have been celebrating an Orthodox holiday of the Holy Martyr Trifun on 14th February. Nowadays, numerous young people, who perceive themselves as young and in love, celebrate 14th February as Valentine's Day. In Serbian language, there are more and more foreign phrases and words (such as "cool", "extra", "ok"). Latin alphabet is more and more in use compared to Cyrillic alphabet, even in school workbooks. Based on examples from Serbia, the conclusion may be derived that the "pattern of cool behaviour" is being created in the process of digitalisation and globalisation.

Alden, Steenkamp and Batra (1999, p. 76) suggested a new brand positioning strategy, which they labelled as global consumer culture positioning (GCCP) as contrasted with two other types of consumer culture positioning: local consumer culture positioning (LCCP), in which the brand is associated with the local consumer culture, and foreign consumer culture positioning (FCCP), in which the brand is associated with a specific foreign. GCCP should not be confused with globally standardised advertising because GCCP refers to positioning of GCC, whereas globally standardised advertising is in focus - similar content around the world. According to Alden, Steenkamp and Batra (1999, p. 76), a GCCP strategy is defined as one that identifies the brand as a symbol of a given global culture-for example, the post-WW II, cosmopolitan segment. According to Alden, Steenkamp and Batra (1999) three central components of a cultural symbol set are: 1. language (English), 2. aesthetic styles (use of spokespersons in advertising – e.g., Michael Jordan for Nike; the aesthetic construction and display of brand logos), and 3. story themes. "For example, the young, professional businessperson who is on the rise uses a Toshiba laptop whether in New York, New Delhi, or Paris. Thus, the story theme implies that ownership of this brand signifies that the consumer is a member of the 'transnational commerce culture'" Alden, Steenkamp and Batra (1999, p. 78).

Brands such as, Coca-Cola, Rolex, Nike, Gucci, McDonalds, Mercedes-Benz, Marlboro, and Sony are characterised by uniform positioning and image worldwide (Craig & Douglas, 2000).

"Culture is created and preserved mainly by communication (Holt, et al., 2004). Global companies, based on integrated marketing communications (IMC) and holistic marketing activities create global consumer cultures, which affect the creation of global culture (see Figure 1). Besides traditional media and communications (by means of newspapers, magazines, radio, television etc.), digital communications via Internet, mobile telephones and other digital media are of great significance in today's digital environment. Social media (and especially social networks, such as Facebook, Twitter etc.) can influence both consumers (their perceptions, preferences and decisions about purchasing) and companies (e.g. on image). The influence on consumers is also performed by means of books, movies (e.g., Hollywood movies), music etc. Viral communications have special significance among consumers via social networks, considering the speed and coverage of communications.

"The rise of a global culture doesn't mean that consumers share same tastes or values". The rise of a global culture means that people "participate in a shared conversations, drawing upon shared symbols. One of the key symbols in that conversation is the global brand". The three key dimensions of global brand (the reasons why consumers pick global brands) are: quality signal, global myth and social responsibility". "When a brand is marketed around the world, that fact alone gives it an aura of excellence – and a set of obligations" (Holt, et al., 2004). Holt (2006) analyses brands as symbols and points out as the most powerful brand symbols in the world - iconic brands: Coke, Nike, Apple, Starbucks and the like (p.357). Important logos are for AT&T (abstract globe), Nike (swoosh), Royal Dutch/Shell (shell), Mercedes-Benz (star), and so forth (Alden, et al., 1999).

In the process of creating and maintaining global brand, it is essential that it is not just about building a brand that meets the needs of consumers in a single market, but developing brands that transcend national boundaries. Changes are necessary and constant - the product may be modified, improved and changed, however, in fact one of the few things that remained constant is the brand. For example, the original Sony transistor radio of the 1950s is an antique today. Since then, until today, regardless of numerous changes, the brand remains on global market (Craig & Douglas, 2000).

For consumers, global brands are symbols of cultural ideals. Consumers use brands to create an imagined global identity that they share with like-minded people. It follows that companies need to create, deliver and communicate not only the highest value, but also global myths - cultural myths with global appeal (Holt, et al., 2004).

The coverage of already "won" global market by company Coca-Cola is shown best by following data: The Coca-Cola Company has been present on the market for 126 years; it has more than 500 sparkling and still brands and nearly 3,900 beverage choices, which are available in more than 200 countries (Coca-Cola, 2017). Bird and Stevens (2003) point out that "perhaps, the dogma of McDonaldisation is true-at least when it comes to beverages" (p. 398).

Whereas the Coca-Cola Company is the first in the world of soft drink market, the company Nestle is the first in the field of food. The company Nestle has proclaimed itself as "Food Company of the World" (Bird &

Stevens, 2003, p. 398), i.e. as "the World's leading nutrition, health and wellness company" (Nestle, 2019). Nestle products are available for sale in nearly every country (Bird & Stevens, 2003).

Companies hire celebrities and exemplary persons during the promotion of products. Endorsements of celebrities and exemplary persons consuming the company's products can influence consumers' decisions. "Exemplary persons are public carriers of culture as well as vehicles of intergenerational transmission of cultural values". These cultural icons particularly affect children in their socialisation and educational experiences (Fu & Chiu, 2007).

Media lead towards "a single worldview", which "have a single central voice and message, even though they are often regionalized to reflect local needs and interests" (Bird & Stevens, 2003). "Worldwide access to television and other forms of mass media has helped to create a global culture of consumption. European, Asian, and especially, American television shows and films are increasingly available around the globe" (Cleveland & Laroche, 2007). Consumers are exposed to advertising messages from numerous media. Besides ads, with the help of movies and TV programs show life-styles and products that extend beyond a single culture (Craig & Douglas, 2000).

Distributors, by placing a product in their retail facilities, contribute to the presentation of global brands.

Changes in environment are constant. But nowadays, the speed and coverage are significantly greater. "Still, the basic dynamic remains the same: Goods move. People move. Ideas move. And cultures change. The difference now is the speed and scope of these changes. It took television 13 years to acquire 50 million users; the Internet took only five" (Zwicle, 1999).

Changes in environment, like the development of ICT for example, enable fast, simple communications, informing "all" potential consumers (everywhere in the world) about brands of a company. "For decades, communication had circulated mostly within the borders of countries, helping to build strong national cultures. Toward the end of the twentieth century, much of popular culture become global" (Holt, et al., 2004).

The acceptance of the English language worldwide is of particular importance (Alden, et al., 1999; Zwigle, 1999; Bird & Stevens, 2003). English is quickly becoming the most commonly taught second language (Bird & Stevens, 2003) and it itself speaks enough about the possibilities of influence through one language - English. English also has "...clearly become the lingua franca for communication in multinational business, diplomacy, international institutions, tourism, and aviation" (Cleveland & Laroche, 2007). The advantages of the use of English in IMC are: it is the primary language of international business, the mass media, and now, the Internet, and social media; English symbolises modernisation, social mobility, and an internationalised outlook; additional message to consumers that they are cosmopolitan (Alden, et al., 1999).

Relaxing barriers, and increasing access to low-cost and speedy transport lead to mass migration as a hallmark of today's world, which results in increasing numbers of direct and indirect contacts with peoples (tourists, students, workers, government officials) of different countries and cultures (Cleveland & Laroche, 2007). People visit other countries, face other cultures, goods and services, they are directly informed, they research, compare with their own culture and values.

Quelch (1999), as the key "reasons for the global convergence in consumer tastes and values" points out "increased cross-border population mobility – whether as a result of leisure travel or for work – and from electronic mobility facilitated by cross-border television and the internet. These trends resulted in faster transfer of ideas than in the past: consumers in one culture learned what was going on in another culture more readily" (p. 1).

As companies, so consumers are rationally oriented and guided by rational reasons in the decision making process of purchasing and using the products. Consumers want to get the most possible value at certain price. They are choosing products and companies based on rational criteria.

"Linking: This is what the spread of global culture ultimately means" (Zwigle, 1999). Cosmopolitanism is driver of AGCC. "Cosmopolitans want to immerse themselves in other cultures, and have necessary skills to do so" (Cleveland & Laroche, 2007). People want to connect with other people, cultures, learn, see and try something new, different, better. In

accordance with global mindset - view, consumers have wants for global linking and ties, membership in global culture.

Based on the influence of personality traits and environment, people develop views of the "self" in relation to the rest of the world. People tend to develop attitudes and behaviours that reinforce their identity; therefore the identity is relevant to positioning strategy. Identity can be perceived as individual and collective - global and national. Global identity - identification with the global community suggests that the person identifies with humankind as a whole, while national identity - identification suggests that the person has a psychological investment in the national community (Westjohn, et al., 2012).

Ger (1999) states that the image of a products manufactured by European, American, or Japanese TNCs is better, compared to local corporations (p. 67). Global products of the "good life" are well accepted everywhere. Consumers perceive products of TNCs as state-of-the-art, modern, original, high-quality, and as a result highly desirable. On the other hand, consumers perceive products of LCs as low-quality, cheap imitations, old and outdated products etc. Often, the image of foreign and global products is better, compared to image of local products. "This fascination with global goods breeds an inability to respect domestic products or to notice their potential, and it results in a cultural dependency on foreign products and images". Even the Chinese, as one of the most self-respecting people say: "Heaven is abroad" (Ger, 1999). However, many research results of Chinese consumers affirm their commitment towards Chinese culture and traditional moral values. Lin and Xue (2010) explore the way in which Chinese consumers integrate both global culture and local culture through the change of intergenerational residence in Urban China (p. 643). They find that Chinese consumers tend to maintain their traditional moral values and assimilate socio-political values from global culture. "More importantly, the assimilation of socio-political values rooted in Western individualistic cultures is for the purpose of local collective goodness, and the performance of traditional moral values is shifting from the compulsory rule based on traditional social norms to the spontaneous rule based on human demand" (Lin & Xue, 2010). In accordance with the social identity theory: people in the local culture tend to maintain favourable perceptions of their culture by affirming their culture's social and moral values. Results suggest that Chinese moral values are more resistant to change; Chinese young people continue to look up to the Chinese exemplary persons (particularly the historical

ones) who carry these values (Fu and Chiu, 2007). Existing global consumers - business and consumer markets are excellent "live media" of global culture. By purchasing and using global brands (goods and services), existing global consumers additionally contribute to promotion and greater acceptance of global culture.

Figure 4 is summarized overview of this paper.

Figure 4: *Marketing bridge of global companies from West to East – create, copy and paste of global consumer culture by product categories*



Source: *Authors*

Conclusion

Global companies continue the process of creating, copying and pasting of global culture. This raises a logical question – what are the opportunities for domestic brands and least-developed countries. First, the basic possibility – the "foundations" of development are education and implementation of knowledge for development of brands, companies and economies. In global environment, for survival, the knowledge is

necessary for development of global brands and companies. Bearing in mind that the previous education and knowledge did not lead to significant results of least-developed and developing countries, new - different education and knowledge are necessary. As Fu and Chiu (2007) pointed out "to compete in the global market, instead of relying on traditional knowledge and experiences, local economies need scientific knowledge and professional training in business administration (p.637). It is not surprising that globalization in many developing countries is often accompanied by a vast demand for science education and MBA programs".

The education for development of brands, companies and countries (on the production side) should not be mixed with the behaviour of more educated consumers (on the consumption side). The frequent problem of least-developed and developing countries is that numerous global brands are better and/or they are perceived as better. Educated, informed consumers with purchasing power are rationally oriented and they try if they can (if they have enough purchasing power and products are available) to purchase better products. This brings us to the seemingly paradoxical situation. Namely, educated people as consumers are lead by their individual goals, rational reasons in the decision making process of purchasing and they are purchasing if they can and if global brands are better, although there are local brands. On the other hand, as if they were "divided personalities" – educated people are as employees at domestic companies oriented towards production and promotion of domestic products. Besides the aforementioned, we could post a question – is it possible that more educated people "fly away from their roots"? Answering this question – we return to the beginning, i.e. to the process of rationalisation. Consumers are, as well as producers, rationally oriented and they are purchasing (if they can) better products. Besides, they can be emotionally oriented as well. "At its root, culture is not an intellectual thing – it operates on an emotional not on an intellectual level" (Hofstede, 2006). As such, Hofstede (2006) doesn't believe that educational level impacts on sensitivities. If long-term national goals would be the priority, then domestic products and brands compared to foreign and global products and brands would have the advantage (p.14). The culture - national identity perspective can influence to a great extent the choice of local compared to global brands (as this is typical for China). However, national identity has "deep roots" and it takes a lot of knowledge, time, capital, and other forms of power for national identity perspective to "take roots" if it does not exist or if it is weak.

Another opportunity for least-developed and developing countries is the creation of culture of purchasing and using local – domestic products. In order to be bought by consumers, local products should be better - have lower prices and/ or be differentiated (e.g. of a better quality); and/or that there is a distinctive national identity and ethnocentrism of consumers. Domestic companies with the support of government can influence emotions and awareness of consumers when purchasing by underlining the importance of domestic products. In order to create the culture of consuming domestic brands, engagement at all levels is necessary – from the population, through companies to the government. Companies should produce better products, but also convince population about the quality, as well as the significance of consuming domestic products – e.g. by advertising. Different government ministries should define and implement the strategy of a country positioning, determine sources of competitive advantage of a country, redirect investments into key industry branches, influence the minds of consumers by emphasising the necessity and importance of purchasing domestic products. For the mentioned activities of population, companies and government, the following is required: professional and motivated leaders, who will direct population, companies and ministries in the right direction; time (for initiating and implementing changes) and money.

Unlike unprofitable domestic companies, least-developed and developing countries, global companies have the power – the leaders, capital and created image of popular products, so that they can expand further their influence by creating and maintaining global culture. Instead of conclusion, we could even post a question – as a recommendation for new researches - whether PGCB/PC leads to a model – pattern of people's behaviour in the world (in different fields) and whether it is an introduction into a full globalisation.

Schools and universities are myopic if they do not educate pupils and students, if they do not offer and do not convey the knowledge that is applicable in practice and at a global level. The result is unknowledge and the impossibility for the population to employ itself; greater unemployment and the smaller GDP of the country. Schools and universities are myopic if they do not update their curricula, if they do not use digital technologies and if they fail to engage pupils and students in the knowledge transfer process. Knowledge, digitalization, the co-creation of value, interactions and sustainability orientation are the imperatives (Rakic & Rakic, 2017).

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