

# **Relevance of Local Market Intelligence to Oatly's Advertising for Mexican Consumers**

## Abstract

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Abstract <p>In today's globalized world, standardized advertising campaigns have become increasingly common. Consequently, many global campaigns lack important components of the receiving culture, thus inflicting in less effective results. However, local insights could help brands appear more relevant to the recipients. Therefore, the thesis aims to understand the relevance of cultural differences and local market insights in advertising. Furthermore, the study aspires to determine which local insights and cultural traits could help Oatly's advertising campaigns in the Mexican consumer market.</p> <p>Deductive method is used to conduct the study. Both primary and secondary data are utilized. The theory part is based on secondary data, where local market intelligence, cultural differences, and advertising are studied. They are examined through Hall's Iceberg Theory, Hofstede's Cultural Dimensions, and the adaptations of De Mooij to understand the relevancy of localized advertising.</p> <p>The empirical part uses primary data gathered from a research survey, which studies the way Mexican consumers react to Oatly's advertisements. The survey includes quantitative and qualitative questions.</p> <p>According to the research results, local market insights and Hofstede's dimensions of culture apply to the Mexican market. Local market intelligence assists in the design and implementation of locally resonant advertising campaigns, and therefore help avoid cultural misunderstandings. The results signal that localized advertising is needed by the Mexican consumers. Future research is encouraged as local market intelligence is quite an unfamiliar topic. Finally, suggestions are given for studying other cultures, countries, languages, advertisement types as well as different demographic and socio-economic groups.</p>		
Keywords Local Market Intelligence, Advertising, Cultural Dimensions		

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## 1 Introduction

### 1.1 Research Background

In today's globalized world, efficiency and saving resources matter to companies. For this reason, globally standardized marketing and advertising strategies often sacrifice local consumer insights to achieve more significant economic benefits. (De Mooij 2010, 5.) However, many studies have proven that the key to global success is adapting to the local cultures. This concept is known as the global-local dilemma, and it sets the efficiency of a standardized advertising strategy against the effectiveness of adapting to the local consumer's cultural identity. (De Mooij & Hofstede 2010, 85.)

An advertisement is effective only if the viewer successfully decodes the message of the advertisement. To achieve this, a global advertiser must research the recipient culture's distinct needs, feelings, and values. Understanding cultural differences is crucial to avoid misunderstandings. (De Mooij 2010, 169; Milenkovic 2009, 23-24.) It should also be considered that the importance of local culture has increased during the past decades, where consumers' identities and behaviors originate. Hence, many consumers progressively prefer products that promote local values because they are easy to identify with. (Steenkamp 2019, 3-4.)

Local market intelligence is rarely utilized to its fullest potential. According to a CMO Council and Partners Worldwide study, 63% of marketers said they felt disappointed with the current local market intelligence. Moreover, over 50% said that the lack of localization efforts had a negative impact on the business, whereas 10% admitted that the ongoing efforts were highly inadequate. Only 10% of them thought that the current local market intelligence was of good quality. (Stein 2019.)

Oatly is a Swedish company that manufactures oat products (Oatly 2021a). The brand's global advertising uses standardized advertisement copy and visuals with just a few adjustments worldwide (Lauri 2019, 11). The language used in advertisements is mainly English, save for a few regions (Fiedler 2018). The advertisements typically combine humor, absurdity, and wordplay. The brand aligns with vegan and sustainable values without excluding other lifestyles and diets (Oatly 2021a). The company's current market consists of selected countries in Europe, Asia, and North America (Oatly 2021b, 8). Oatly has not done advertising campaigns in Latin America. Mexico could potentially be Oatly's emerging market in the region, given, for instance, the consumers' loyalty for brands.

This thesis studies local market intelligence, advertising, and cultural differences. Moreover, the thesis aims to prove the importance of using selected local market insights and cultural dimensions regarding Oatly's advertising directed to Mexican consumers.

## 1.2 Thesis Objectives, Research Questions, And Limitations

### **Research Objectives**

This study aims to understand what local market intelligence is and how it can benefit Oatly's campaigns when advertising to Mexican consumers. The purpose is to determine the local insights that are culturally relevant to create profitable campaigns that captivate the attention of the consumers in question. In addition, the study uses dimensions of national culture to understand cultural differences and their effect on advertising. Finally, the Mexican consumers are studied throughout the thesis to gain improved understanding of the market trends and how the consumers react to different advertisements.

### **Research Questions**

It is essential to identify appropriate thesis research questions. They guide the writer to focus on the aim and purpose of the research study. (McCombes, 2021.)

The main research question is:

### **How can local market intelligence help Oatly's advertising targeted to consumers in Mexico?**

In order to achieve the answer to the main question, the following sub-questions are used:

- 1. What cultural traits need to be understood when advertising Oatly's products in Mexico?**
- 2. Should Oatly's advertisements be localized for Mexican consumers?**
- 3. Which survey insights should Oatly consider when advertising to Mexican consumers?**

With the guidance of these research questions, the study aims to obtain an improved understanding of local market intelligence for Oatly. In addition, answering the questions will also help gather insights that might benefit Oatly's marketing when creating advertisements for the Mexican market.

### **Research Limitations**

A research limitation refers to the systematic bias that the author could not control, which could unsuitably influence the research results. For instance, the author might choose to study a specific gender, age group, or another attribute that would limit the applicability of the findings. There are three particular limitations concerning this study. (Price & Murnan 2004.)

First, an exclusive regional focus has been set on Mexican consumers. The author selected the region due to cultural interest in the country and its people. Therefore, the study's results may not correlate with other cultures or regions.

Second, the geographical focus sets a linguistic limitation on the study. The survey will be available in English and Spanish, giving the survey contestants the freedom to choose between the two languages. The Spanish version of the survey will be attached to the study as Appendix 2. Furthermore, answers from the Spanish survey will be translated and provided in the Data Analysis part of the thesis.

Third, the survey only includes a small number of Oatly's advertisements. In other words, a large number of Oatly's advertisements are left out of the research scope. Therefore, the survey may not reflect the research topic in the broadest perspective.

Fourth, there is a type limitation regarding the study. Oatly has a broad selection of marketing and advertising material from apartment building sized wallpapers to social media posts, and from educational pamphlets to the advertisement copy included in the package design. The author selected to only include advertisements that had been displayed in public places, e.g. subway stations, billboards, or city centers.

### 1.3 Theoretical Framework

The theory part of the study research includes Local Market Intelligence, Advertising, and Culture. The theory about local market intelligence is presented in chapter two. The concept refers to collecting and analyzing information to understand the local market environment, customers, and competition. This information is generated from local market insights. The chapter also provides argumentation for why local market intelligence should be used for more efficient advertising.

Chapter three focuses on cultural differences and their impact on advertising, which are studied through cultural dimensions. The basic theory of advertising is explored at the beginning of the chapter. Following the advertising part, cultural dimensions are classified by studying Edward T. Hall's Iceberg Model and Geert Hofstede's Dimensions of National Culture. To understand how advertising varies across cultures, the cultural dimensions are

adapted by De Mooij. Finally, the Mexican target audience is studied to understand their behavior and response to advertising.

#### 1.4 Research Methodology and Data Collection

Choosing a research approach for a study determines how the research is carried out. Deduction and induction are the two main research approaches.

The theory is the first step of the process in the deductive approach. First, a hypothesis is deduced from the theory, which is then subjected to meticulous testing. If the outcome of the process does not confirm the theory, it is modified and subjected to more testing. Finally, according to the inductive approach, observation and data collection are conducted before forming the theory. In other words, the theory relies entirely on the process of finding data. (Saunders, Lewis & Thornhill 2009, 124-126.)

The main difference between the two approaches is that deduction is theory-led, whereas induction begins from observation. Furthermore, induction is characteristically more general and qualitative, while deduction is more precise and quantitative. (Miessler 2020.)

The deductive approach will be used to carry out this study. As the purpose of the study is to research which market insights must be considered when displaying Oatly's advertisements in the Mexican market, the theories about culture and market insights already exist. The hypothesis is formed about the insights working in the Mexican target market, which then gets tested with a research survey. Finally, the theory is possibly confirmed by examining the survey results.

#### **Research Methodology**

The quantitative and qualitative methods form the two main research methodologies. The two methods differ by their analyzing techniques, ways of collecting data, and the nature of the information used in the research study. (Blumberg, Cooper & Schindler 2008, 191; Saunders et al. 2009, 151.)

The quantitative research method refers to data collection that generates objective data (Sanders et al. 2009, 151). The gathered data results are then generator to explain a specific phenomenon. Collection methods, such as surveys, interviews, observation, and records are used to gain answers. (Bhatia 2018.)

The qualitative research method focuses on collecting and analyzing non-numerical data, such as text, audio recordings, video, and photographs. The qualitative method is used to understand human behavior; thus, the researched phenomenon is observed rather than

measured when using this method. (McLeod 2019.) The data can be collected with many techniques, for instance, interviews, case studies, focus groups, and ethnographies (Sachdeva 2008, 165).

The combination of the two research methods in the same study is called triangulation. The use of several methods can help avoid research weaknesses, such as biases or problems caused by using only one theory or observer. A possible advantage of complementing a qualitative study with a quantitative method is the validation of the previously generated findings. (Sachdeva 2008, 183-183.) Similarly, the qualitative method can add an entirely new aspect to a study that was previously conducted with the quantitative method (McLeod 2019).

The thesis uses both quantitative and qualitative methods. As the aim of the study is to understand which culturally relevant market insights must be considered when advertising to Mexican consumers, a survey consisting of several advertisements and research questions was carried out. The English and Spanish versions of the survey are attached in Appendix 1 and Appendix 2. The survey contains multiple-choice questions and open-ended questions. The multiple-choice questions are used in order to gather quantitative data, which help measure consumer behavior, knowledge, opinions, and attitudes (Sachdeva 2008, 182). The open-ended questions are used to collect qualitative data, which helps to gain deeper understanding on the participants' choices, as they are able to express their views and opinions (Adams, Khan & Raeside 2014, 123-124).

### **Data Collection Methods**

There are two types of data: primary and secondary. Primary data is new information that has been directly gathered from people for the collector's purposes. There are various methods to collect primary data, such as surveys, interviews, and focus groups. Secondary data comprises already existing information that has been gathered by others. (Wolf 2016.) It also contains both quantitative and qualitative data. The origin of secondary data can be documentary, survey-based, or multiple-source. (Saunders et al. 2009, 258).

Written material of documentary secondary data includes sources, such as notices, correspondence, books, articles, newspapers, shareholder reports, and public records. Non-written documentary material sources consist of, for instance, pictures, databases, films, TV programs as well as voice and video recordings. Survey-based secondary data has been gathered by using a survey strategy. This type of data regards organizations, people, or households and is often made available as compiled or downloadable data tables. Multiple-source secondary data combines different data sets from many sources. (Saunders et al. 2009, 258-262).

This research study uses both primary and secondary data. The theory part is based on secondary data, using mostly documentary data. This data comprises written sources, such as books, articles, magazines, and other online sources. Furthermore, non-written sources, such as advertisements, photos, and videos, are used to examine Mexican and international advertisements as well as Oatly's marketing material. The created theory will be tested with an online survey, that is sent out to Mexicans residing in Mexico. The survey results comprise the primary data used in this study.

## 1.5 Research Structure

This study consists of five chapters. The first chapter comprises the research background, thesis objectives, research questions, and thesis limitations. The introduction also includes the theoretical framework, the research methodology, and the data collection method of the research. Finally, the introduction part is finalized by determining the research structure.

The second chapter's topic regards local market intelligence. First, the concept of local market intelligence and the different types of insights are explored. Moreover, it is explained how these insights are applied for advertisement purposes.

The third chapter explores culture and advertising. First, the chapter is commenced by studying cultural differences through Edward T. Hall's Iceberg Theory and Geert Hofstede's Cultural Dimensions. Then, the theories are applied to analyze different styles of advertising across cultures. The Mexican target audience is also studied, and their reaction to advertising is analyzed. In addition, Oatly is explored from the advertising point of view. Moreover, the essential elements of Oatly's advertisements are analyzed. The first three chapters comprise the theoretical part of the thesis.

The fourth chapter forms the empirical part of the thesis. Accordingly, the Empirical Research section discusses the data acquisition process, and the Data Analysis part explores the collected data. The fifth chapter answers the research questions, followed by examining the study's validity and reliability. Suggestions for further research are also given. The final chapter briefly summarizes the entire research study.

Apart from these six chapters, a list of references is found at the end of the research study. The references include all written and electronic sources used throughout the thesis and appendices. Furthermore, the English version of the research survey is provided in Appendix 1, whereas the Spanish version is presented in Appendix 2.

## 2 Local Market Intelligence

### 2.1 What is Local Market Intelligence?

Local Market Intelligence (LMI) provides localized insights of Market Intelligence (MI), which as such is an element of Business Intelligence (BI). MI consists of gathering and analyzing information about a specific market. First, topics such as current and future market needs and preferences and behavior and attitudes are determined. Then, the findings are evaluated to provide intel that indicates possible future changes in the size and characteristics of the market. (Aaker, Kumar & Day 2007, 3-4.) MI aims to illustrate a holistic picture of the company's current market and customers by considering the existing risks, problems, competition, and potential for growth (Arline 2021). In the end, the company's goal is to achieve maximum customer satisfaction, which can be obtained with market intelligence (Aaker, Kumar & Day 2007, 6).

When a company's goal is to implement advertising campaigns in a foreign market, LMI is utilized to understand the new customers. Moreover, when it comes to dealing with cross-cultural differences, research on the topic enhances the company's success and helps tackle possible hurt feelings, misunderstandings, and even severe damage to the company's current and future advertising campaigns. (Fromowitz 2017.)

To avoid such misfortune, LMI can be used to explore the fundamental demographic factors about the market environment, such as the social, cultural, and economic insights (Creative Culture 2018, 3). These insights will help conclude the foreign market and further assist in creating strategies, choosing target segments, and planning campaigns (Aaker et al. 2007, 5).

Companies can do in-house local market research with the help of surveys, social media, competitions, and online research tools. However, small companies or start-ups might struggle with the lack of a research team or resources, which is why outsourcing the research process to a third-party agency can be beneficial. Specialization is the secret card on the sleeve of these experts, along with their unbiased attitude regarding the researched topic. (Matthews 2015.)

### 2.2 Local Market Insights

LMI takes shape from insights that are gained from observing masses of data. The focus is drawn on consumers' behavior, as it is crucial to understand the motivating factors behind

people's thoughts and actions. At the core, insights reveal the underlying incentives of human behavior. (Dalton 2016.) The process of gaining insights is initiated by collecting data from a local market. Next, analytics are applied to the data to discover relevant trends and patterns. Finally, the insights can be interpreted. (Upland 2021.)

### 2.2.1 Consumer insights

Consumer insights consist of refined information about a company's current and potential customers. They offer an outlook on who their customers are, what they want, and what they need. (Power Digital 2019.) In an advertising context, consumer insights are indications of consumer behavior. Therefore, they provide a more efficient way to understand the target audience. (Clusini 2019). The principal objective of advertising is to appeal to the consumer to make them complete an action, such as purchasing a product. For the persuasive process to work, the communication and attraction of the audience must happen in their living environment by using incentives that motivate them. (Lee & Johnson 2005, 109).

Consumer behavior refers to the series of purchase-related actions the customer takes to fulfill needs and desires. This process includes all activities done before, during, and after the purchase. The needs, motivations, buying motives, and attitudes of consumers are considered in behavioral insights. However, the content of these insights varies across cultures. (De Mooij 2010, 93-124.)

Buying motives are not simply internal drives, instead, they are also affected surrounding by the social environment. Thus, functional and social needs drive people's purchasing habits. As an example, a motorbike satisfies a functional need for transportation in Vietnam, where public transit is scarce, and cars are not practical. However, for a Finnish car owner, the motorbike satisfies a social need. The bike unites a group of similar-minded people who, for instance, repair or share motorbike trips together. (De Mooij 2010, 104-105.)

When it comes to advertising, the measurement of consumer attitudes towards advertisements should be prioritized. Hence, they should be measured because consumer attitudes towards a company and its product can vary significantly among and across cultures. Ultimately, those attitudes control the success rate of the advertising strategy. (Lee & Johnson 2005, 119.)

Consumer insights studies analyze consumer data, such as purchasing patterns, browsing history, and responses to campaigns (Optimove 2020). The studies are conducted by utilizing internal data, external data, algorithms, or a combination of the two (Frichou 2021). The analysis of consumer data is done with advanced technologies. For example, machine

learning, predictive analysis, and AI are utilized. The objective is to detect specified patterns of the consumers, such as needs, wants, and future actions. The gathered insights are then applied to personalized marketing and advertising campaigns. (Optimove 2020; Frichou 2021.)

In conclusion, researching consumer insights can improve marketing and advertising campaigns. The improvements can be seen as more effective communication between the brand and the consumers. This, in turn, can optimize sales and lead to stronger brand loyalty. (Frichou 2021.)

### 2.2.2 Market Segmentation Insights

Segmentation is a process according to which the market is divided into groups of prospective customers sharing similar traits that are likely to demonstrate reminiscent purchasing behavior. Therefore, segmentation enables insightful marketing planning and strategy, allowing marketers to target chosen consumer groups cost-effectively. In addition, segmentation research aims to analyze the target market, capture niches within segments, and benefit from competitive positioning. (Weinstein 2004, 4-5.)

Brands should target one or more segments with personalized campaigns to reach the chosen prospects. Segment-based marketing is good practice, given that a single campaign, product, or service cannot seize all market opportunities at once. (Weinstein 2004, 5.) There are four principal types of market segmentation: demographic, geographic, psychographic, and behavior segmentation (Yesbeck 2020).

Demographic segmentation consists of quantifiable features of the population, such as age, gender, income, employment, or family structure. Therefore, demographic information is statistical information, which can provide marketers with essential insights. In addition, demographic trends, such as smaller family sizes, fewer marriages formed, and changing gender roles, can be insightful to the market segments. (Keegan & Green 2013, 219.) For instance, a company that sells lavish two-seater sports cars probably targets high-income consumers with no offspring since two-seaters do not suit families (Yesbeck 2020).

Geographic segmentation uses geographic limitations to divide customers. Dividers, such as ZIP codes, cities, countries, or urban versus rural surroundings can help categorize customers and their needs. In addition, climate conditions can define whether a product is suitable or customized in a selected region. An example of this would be skiing gear, convertibles, or air-conditioners. (Yesbeck 2020.)

Psychographic segmentation arranges people according to attributes, such as personality traits, attitudes, values, interests, lifestyles, motivations, priorities, and subconscious, and conscious beliefs. This kind of data is subjective, and it can be gathered through surveys or questionnaires. (Keegan & Green 2013, 225.) For example, providing the target audience of a holiday resort with an incentive (a limited-period voucher) motivates the customers to book a holiday (Thomas 2021).

Behavior segmentation is concentrated around the acts of consumers: purchasing habits, brand interactions, and spending habits (Yesbeck 2020). These actions provide companies with information regarding product usage and frequency of purchasing habits. Behavioral information also comprises user status insights; thus, customers are categorized between non-users, potential users, first-timers, regular users, previous users, and users of a competitor's product (Keegan & Green 2013, 226.) For example, a first-time website visitor receives a pop-up notice with a discount offer that takes the visitor to the product collection. However, a returning customer has suggested a product that is similar to previous purchases. (Thomas 2021.)

In conclusion, local segmentation insights from foreign markets help brands determine, recognize, and comprehend the needs and motives of local consumers (Keegan & Green 2013, 229). Subsequently, brands can determine suitable channels to connect with the local consumers (Creative Culture 2018, 4). According to De Mooij (2010, 5), global motivations for product purchasing and usage do not exist. Hence, it is vital to figure out how these concepts are viewed from local points of view.

### 2.2.3 Cultural Insights

Culture is like a jigsaw puzzle that makes groups of people fit together. Without the accurately measured puzzle pieces – or cultural patterns – human communities would find it difficult to live together. Therefore, culture ultimately defines a human community with the individuals and social systems in it. According to De Mooij (2010, 48), culture is composed of control mechanisms that command people's behaviors. Similarly, Hofstede defines culture as:

*The collective mental programming of the people in an environment. Culture is not a characteristic of individuals; it encompasses a number of people who were conditioned by the same education and life experience. (De Mooij 2010, 48.)*

## Language

According to De Mooij (2010, 59), language is a crucial part of the culture. The relationship between the two is reciprocal: language both influences and reflects a culture. Accordingly, the structure of language is an influencing force that impacts the way people perceive and categorize the world around them. Likewise, a person's native language, the one that the person has been surrounded with when growing up, is intertwined with that particular culture. Furthermore, underlying manifestations of culture, such as values, and expressions, are also profoundly incorporated in language.

Brands want to be able to communicate fluently with foreign audiences without losing their authenticity. However, local language and culture each pose a threat to the advertising campaign. Forgetting that words can be interpreted in many ways around the world can negatively impact the advertising campaign. That is why advertising translators should prioritize conveying the message rather than just technical words. (Creative Translation 2016.) In addition, translators should also consider the importance of current market trends and ensure that idiomatic expressions are used correctly (Creative Culture 2018, 16).

However, attention should also be paid to translating words accurately. A past advertisement of Parker Pens gives an example of a bad translation in the Spanish-speaking market. An original slogan, "It won't leak in your pocket and embarrass you", was mistakenly translated into "It won't leak in your pocket and make you pregnant". This left the audience feeling confused. (Toner 2021.)

Moreover, according to Crehana (2021), a poorly implemented Facebook advertisement by McDonald's left the Mexican audience feeling enraged. As can be seen in the image below, the advertisement says, "Tamales belong to the past – McBurrito a la Mexicana also comes wrapped" (translated by the thesis author) (Crehana 2021).



Image 1. McDonald's advertisement in Mexico (Crehana 2021)

The advertisement suggests that tamales, corn wraps that date back to 7000 AD Aztec Empire, would no longer be relevant to the Mexican culture (Mesa Kitchen 2018). McDonald's was naturally wrong, showing a great deal of cultural insensitivity and lack of local research.

### Humor

De Mooij (2010, 263) defines humor to be anything that makes an audience laugh. Since humor plays with cultural conventions, it can be said that humor does not travel. What is perceived as humorous by one nation may not be seen as such by another nation. It is unique to each culture, therefore should be taken seriously when used in advertising to avoid appearing absurd, or offensive. Despite cultural differences regarding its perception, humor has one characteristic that is shared among many cultures: incongruity. Incongruity is the unexpected twist in a story that invokes laughter from people. (De Mooij 2010, 240-241.)

### 3 Advertising and Culture

#### 3.1 Advertising

Advertising is communication that an organization share about its products and services. The communication material is distributed to the organization's target audience through channels such as mass media or on the internet. Individuals and organizations use advertising to promote goods, services, ideas, issues, and people. Functional roles are also carried out by advertisements, such as informing, reminding, or persuading the target audience. (Lee & Johnson 2005, 3.)

The main objective of advertising is to trigger the target audience to purchase the offered product or service. Hence, a consumers' attention has to be captured to raise awareness about a brand's existence and goods. The consumer ought to understand what the brand offers through advertising and then believe and accept the message. Thus, the advertising goal of the brand is to position firmly in the consumer's mind beyond other brands and product choices with the use of emotion and ration. (Finnish Advertising Council 2009.)

Emotions have a significant role in influencing a consumer's purchasing decision, hence why advertisements include emotional components. According to the main processing responses to advertising, a consumer's attention is caught first, followed by learning something from the advertisement. Next, the consumer accepts or believes the advertisement message, and finally, the consumer is impacted by the emotion of the advertisement. (De Mooij 2010, 175-176.)

An emotional response to an advertisement defines what is learned and whether the central message is accepted or not. The emotional role of advertising also varies across cultures. For example, American advertisements tend to reason with emotion: the process of a greasy pan that is successfully cleaned with an advertised soap can reflect relief and pleasure. However, advertisements in many other cultures, such as in southern Europe, tend to focus on the brand's emotional relationship with the consumer without argumentation. (De Mooij 2010, 176.)

Advertisements are assembled according to a particular culture's conventions. These conventions provide the fundamental base and knowledge for an advertisement to be created, and this is how advertisers aim to predict how the audience is going to receive the advertisements. When the advertising message is displayed to the audience, recipients use their cultural knowledge to decode the message. The decoding process includes reading and

evaluating the message and determining whether the product is worth the purchase. However, it is essential to note that the conventions used to create the advertisement in the first place will not match with other cultures in most cases. (De Mooij 2010, 169.)

### 3.2 Cultural Dimensions

The advertiser should research the culture and conventions of the target audience, enabling the local consumer to understand the advertising message. (De Mooij 2010, 169.) Different systems and methods created by cultural scientists help understand these cultural differences. Cultural dimensions act as a gadget to explore the features of different cultures, allowing the examination of one culture in relation to another. (Boeing 2013, 8-10.)

#### **The Iceberg Model**

American anthropologist Edward T. Hall developed the cultural iceberg model in 1976. According to the theory, cultures have visible and invisible aspects. The iceberg is a metaphor representing the proportion of these aspects: a significant part hidden beneath the surface of the water, leaving only the tip of the iceberg visible to the eye. (Lewis & Clarke 2010.)

The two dimensions of the model comprise external and internal culture. The external qualities, or the tip of the iceberg, include consciously learned behaviors, such as art, dance, language, and music. However, the internal qualities are implicitly learned and often remain unconscious to the participator of the culture. Hence, the bottom of the iceberg refers to the subjective knowledge of the culture, including beliefs, core values, attitudes, and priorities. (Lewis & Clarke 2010; Hanley 1999.)

Should an outsider observe the local culture, they would easily understand the external qualities, leaving most of the internal qualities undetected. Similarly, a participator of culture might quickly get used to new greetings and cuisine of a different culture (external qualities), for instance, when moving to another country. However, the same individual would most likely struggle when adapting to a culture where religious beliefs, gender roles, or concepts of time differ (internal qualities), as those aspects are difficult to change. (Hanley, 1999.)

It is easy to observe the visible part of a culture and draw conclusions from it. However, such biased assumptions occur when the culture's significant components - the invisible parts - are forgotten. (Lewis & Clarke 2010.) Consequently, the invisible culture should be carefully researched with local market intelligence. Thus, a target consumer's values and beliefs should be accurately identified to be aligned and replicated in the brand and advertising messages. (Bates 2020).

#### **Hofstede's Six Dimensions of National Culture**

The six dimensions of national culture base on research done by Professor Hofstede and his team. The cultural dimensions are representations of preferences for one circumstance over another, differentiating countries from one another. The dimensions are measured between 0 and approximately 100. It is worth noting that all the country scores are relative, and therefore the results are meaningful only when compared with each other. (Hofstede Insights, 2021a; Hofstede 2021.)

The model classifies cultures according to the six distinct dimensions: the level of power distance, individualism versus collectivism, masculinity versus femininity, the level of uncertainty avoidance, long-term versus short-term orientation, and indulgence versus restraint. (Hofstede Insights, 2021b.) Additionally, De Mooij has applied interpretation to these dimensions that focus on advertising and consumers' motives and values regarding consumption (De Mooij 2010, 74-266). Mexico's cultural dimensions are illustrated below.

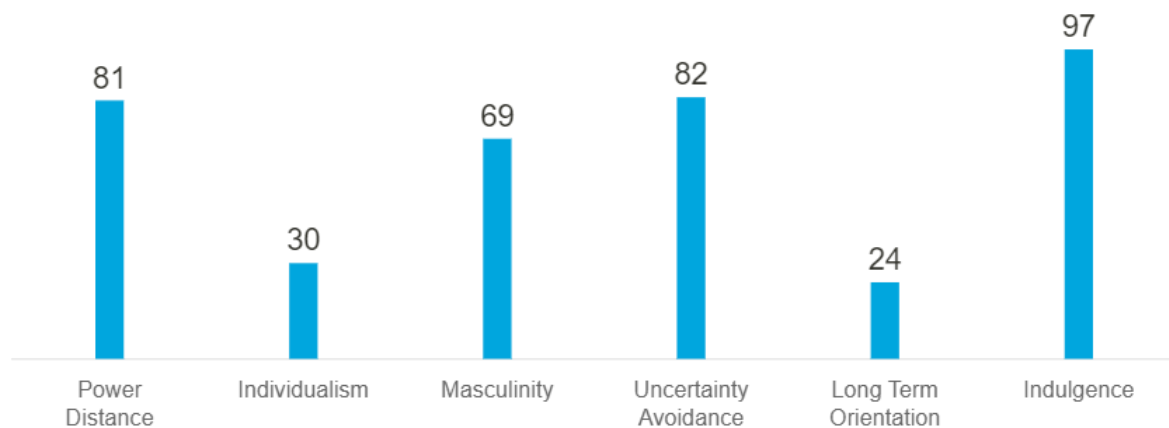


Figure 1. Mexico's dimensions (Hofstede Insights 2021b)

According to Hofstede Insights (2021a), **Power Distance Index** (PDI) represents power within a society and the degree to which society approves and expects it to be distributed unequally. Societies with large power distances follow a hierarchical order, which is accepted and enforced by the people. Countries with a high PDI are, for instance, Malaysia and Slovakia (104), Russia (93), India (77), Poland (68), and Mexico (81) (Hofstede, Hofstede & Minkov 2010, 57-58).

Social status is preferred to display clearly in large power distance cultures so that others can show respect to them. In large PDI cultures, it is essential to appear stylish when heading out to restaurants and meetings, and therefore clothes, shoes, make-up, and accessories worn have a great impact on how others perceive that person. This phenomenon ex-

plains the strong preference for luxury status brands, such as watches and bags, or expensive alcohol (Image 3). Older people are also respected in these cultures. (De Mooij 2010, 75.)



Image 2. Mexican El Patrón tequila advertisement (Patrón Tequila 2021)

In low power distance cultures, society believes that inequalities between people should be minimized. Thus, privileges and signs of status symbols are frowned upon, whereas equality and independence are valued. (Hofstede et al. 2010, 72). Moreover, these societies commonly have a large middle class, a weak presence of political extremities, and minor income differences that the tax system aims to reduce further (Hofstede et al. 2010, 83).

Unlike the large power distance cultures, where parents teach children obedience, parents in low power distance cultures treat their offspring as their equals. Similarly, children are not required to show designated respect for parents or older relatives, nor are they expected to provide them with security and support in later life. (Hofstede et al. 2010, 72). Some low power distance countries are Austria (11), Denmark (18), New Zealand (22), Finland (33), and the UK (35) (Hofstede et al. 2010, 59).

**Individualism Versus Collectivism** dimension can be defined as people who only look after themselves and their nuclear family, versus people who belong to in-groups that care for them in return for loyalty. People in collectivistic cultures are 'we'-conscious, and their identity is firmly based on the family and community they belong to. Therefore, the in-group's ideas, needs, beliefs, and social norms are favored over individual preferences. Relationships between people are strong and long-lasting, and they have likely been formed through family and home region, as opposed to personal choice. Unity, selfless-ness, and harmony are nurtured in relationships, and failing to do so can bring unhappiness to the entire in-group. (De Mooij 2010, 77.) Collectivist countries are, for example, Guatemala (6), Pakistan (14), South Korea (18), China (20), Portugal (27), and Mexico (30) (Hofstede et al. 2010, 97).

Collectivist cultures perceive time in a polychronic (also called P-time) way, which refers to many events taking place simultaneously. This explains why people prefer multitasking, for instance, overdoing one thing at a time. Moreover, interpersonal relationships are essential, whereas punctuality is low on priority, which can cause frequent changes of plans. This is explained by people's preference for "being" over "doing." (De Mooij 2010, 73; Duranti & Di Prata 2009.) The majority of the world's population is collectivistic, including all of Asia, Africa, and Latin America (De Mooij 2010, 77).

Advertisers must consider that in these cultures, people's communication style is high-context and indirect. Therefore, advertisements do not tend to use direct 'you'-pronoun or highly verbal content. Moreover, advertising is often favored to be likable rather than persuasive, meaning that the advertisement comes across as pleasing, warm, and non-irritating. Also, well-known presenters and brand endorses are used so that audience can associate with them. High-context and indirect communication styles also define how brands should interact with their consumers: their trust must be earned and nurtured to establish a strong relationship with the consumer. (De Mooij 2010, 174-223.)

Furthermore, consumers in collectivistic cultures prefer advertisements that involve concrete product features over abstract brands. The importance of context and situation explains this. (De Mooij & Hofstede 2010, 89.) Moreover, advertisements tend to be highly visual and focus on appeals such as harmony, groups, and family, as seen in the Azzaro advertisement on Image 4 below. As sharing things is important in collectivistic cultures, a person displayed alone in an advertisement might seem lonely or not have any friends. (De Mooij 2010, 223-225.)

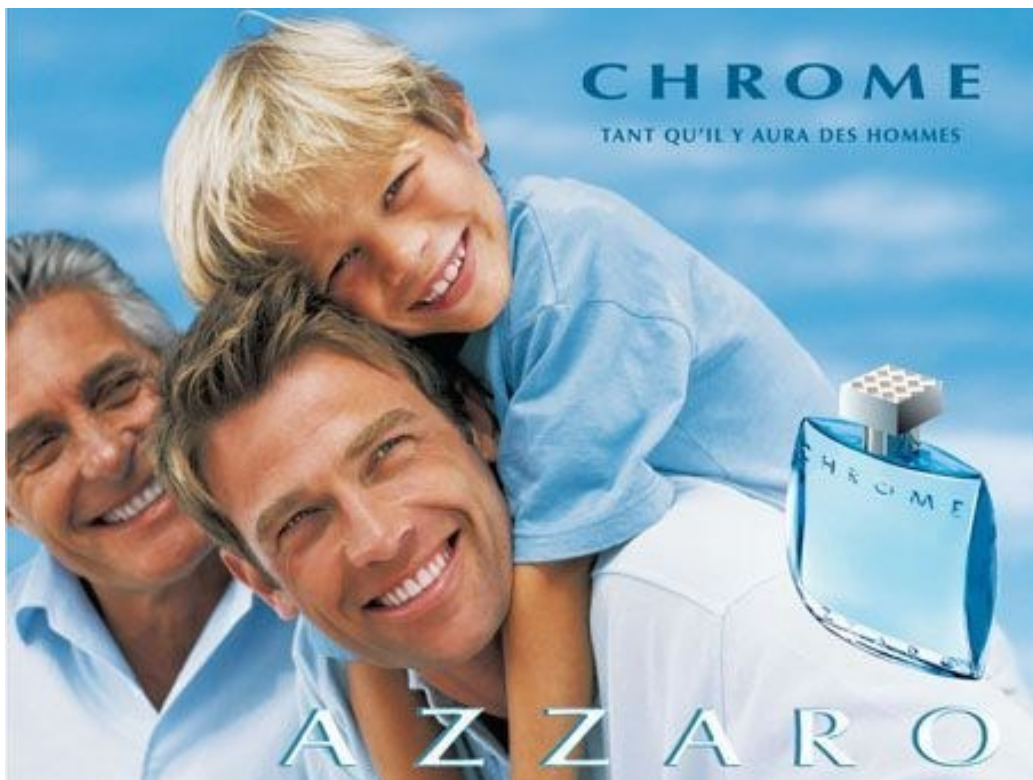


Image 3. Azzaro advertisement (Le Book 2005)

People in individualistic cultures are 'I'-conscious, which is demonstrated through self-actualization and the expression of private opinions. Thus, an individual's decisions are favored over a group's decisions. These cultures are also universalistic, meaning that their members believe in the concept of universal values, such as democracy; all should share that. Growth of individualism is linked to the rising wealth of countries, and therefore it increases worldwide. However, the growth of individualism in Japan or Ethiopia does not mean that these countries would suddenly adopt American values but instead keep their relative dissimilarities. (De Mooij 2010, 77-79.) Individualistic countries are, for example, the United States (91), Australia (90), The Netherlands (79), France (71), and Finland, with a score of 63 (Hofstede et al. 2010, 95).

The time perception in individualistic cultures is monochronic (also known as M-time), making time tangible and valuable. Monochronic cultures function intending to finish one thing at a time, and thus people are methodical and task oriented. Therefore, timetables, productivity, and punctuality are important. (De Mooij 73; Duranti & Di Prata 2009.)

Advertisements in individualistic cultures tend to address the consumer directly. Frequent use of pronouns 'you' and 'I' is common. Because of low-context communication, advertisements tend to be very textual and use lots of rhetoric, persuasive copy, and explanations. Advertising appeals tend to include concepts such as personal benefits, independence, and

personal success. (De Mooij 2010, 175-224.) The advertisement message also tends to get to the point fast, as time is seen as a commodity, and thus the persuasion of the other party is done quickly (De Mooij & Hofstede 2010, 6).

The ***Masculinity Versus Femininity Index*** (as labeled in the 1970s), also known as the ***Tough Versus Tender Index*** to avoid political incorrectness, compares cultures by their dominant values. Tough societies value achievements, success, and performance. Status brands are important because showing off individual achievements is encouraged. (De Mooij 2010, 80-82.) When it comes to education, priority is given to competition, excellent grades, and ego-boosting, and as a result, children learn to admire strong attributes. Employees also accept aggressive management and prefer earning more money over leisure time. (Hofstede et al. 2010, 165-170.)

Countries with tough cultures are, for instance, Slovakia (110), Japan (95), Hungary (88), Italy (70), Mexico (69) and the United States (62) (Hofstede et al. 2010, 141-170.) In advertising context, tough qualities can be seen as being a winner, display of success and strength, as seen below in Image 4. Status brands are also common in advertising.



Image 4. Maxi-Milk advertisement (Rawat 2019)

Where tough (masculine) societies value results and success, tender (feminine) societies value the quality of life and care for the weak. People in these societies are modest and dislike flaunting: for instance, teachers do not praise students who excel. In these cultures, people pursue secured long-term employments with healthy work-life balances, which allow them to choose the desired living area for their families and enjoy more leisure time. In these societies, women and men do similar tasks because the role differentiation is small. This can be seen in the cleaning advertisement of Sini below (Image 5) where both the woman and man clean together. (De Mooij 2010, 80; Hofstede et al. 2010, 139-165.) Countries with tender cultures are, for example, Sweden (5), Norway (8), Netherlands (14), Finland (26), and Thailand (34) (De Mooij 2010 80; Hofstede et al. 2010, 139-165).



Image 5. Sini cleaning advertisement (Sinituote 2016)

**Long Term Orientation versus Short Term Orientation** dimension explains the way society maintains a connection with its past while handling contemporary and future challenges. Normative societies (short-term oriented societies) value personal stability, quick results from personal effort, and the pursuit of happiness over a piece of mind. Thus, traditions and norms are important; meanwhile, societal change may be viewed with suspicion. (Hofstede Insights 2021a; Hofstede et al. 2010, 243.) Countries that score low on this dimension are Puerto Rico (0), Ghana (4), Egypt (7), Colombia (13), and the United States 26. (Hofstede et al. 2010, 257-258.) In advertisements, instant gratification commonly appeals to these cultures (as seen below in Image 6) (De Mooij 2010, 246).

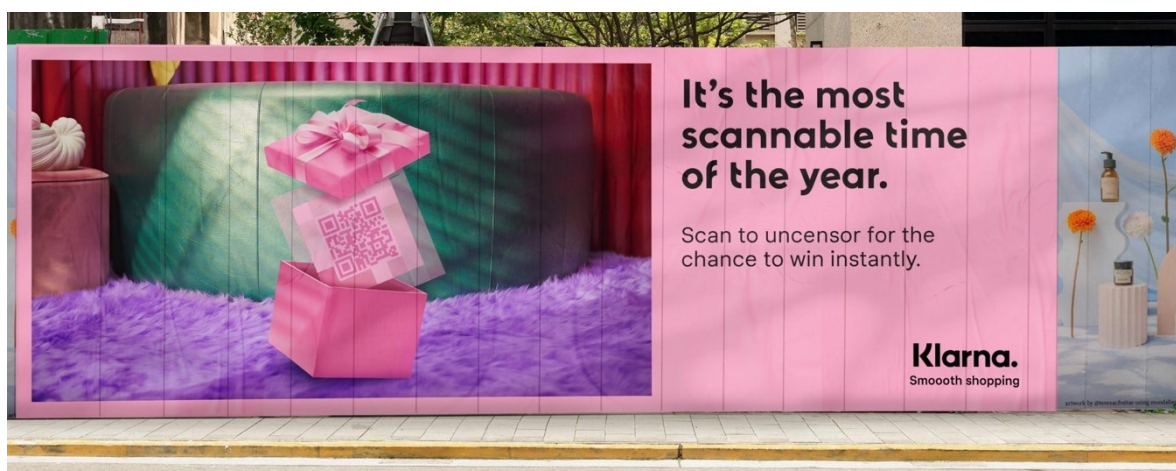


Image 6. Klarna advertisement (adapted from Wilkinson 2020)

Long-term-oriented cultures, also known as pragmatic cultures, are strongly future-oriented. Traditions, historical events, and short-term plans are not highly regarded. Saving money and resources for the future are essential virtues in these cultures, and children are taught frugality early on. As a result, students score higher in mathematics and sciences, which can be explicitly seen in East Asia. These results can be credited to hard work and effort, which are emphasized as social norms. Furthermore, the Western concept of “truth” does not exist in East Asian pragmatic cultures. Instead, a functional solution is usually preferred over what is considered to be true or right. (De Mooij 2010, 85; Hofstede et al. 2010, 275.) Long-term orientation cultures are, for instance, South Korea (100), Taiwan (93), Japan (88), Germany (83), Russia (81), and Switzerland (74) (Hofstede et al. 2010, 255).

Mexico is a normative (short-term oriented) culture with a score of 24. The country takes pride in many of respected traditions and celebrations, such as Día de los Muertos, The Day of the Dead). The Victoria beer commercial (Image 7) illustrates the belief that Mexicans share about their ancestors returning from the dead once a year. The advertisement depicts an emotional reunification of a father and daughter. (Hofstede Insights. 2021b).



Image 7. Victoria beer advertisement (Victoria México 2021)

**Uncertainty Avoidance** is a dimension that expresses the extent to which members of a society feel uncomfortable by uncertainty and ambiguity. People in high uncertainty avoidance cultures dislike the unknown of the future, and therefore they cope with it by following structured behavior and predetermined rules. Examples of these behaviors while talking are, for instance, display of emotion, use of hands, intense use of voice, and highlighted formality. (Hofstede Insights 2021a; De Mooij 2010, 82.) Countries that embody high uncertainty avoidance qualities are, for instance, Greece (112), Portugal (104), Japan (92), Spain (86), and Brazil (76) (Hofstede et al. 2010, 192-193).

In these cultures, purity is a product attribute that results in successful sales. Therefore, the purity feature in advertisements is often linked to food, drinks, and washing detergent. However, the general attitude towards mobility-related health is relatively passive, explained by fewer hours spent on exercising and sports when compared to people from low uncertainty avoidance cultures. Additionally, medication consumption is also altered in societies where

purity is seen as a vital advertisement attribute. (Hofstede Insights 2021a; De Mooij 2010, 83-84.)

Dislike for uncertainty also makes people search for truth, and thus increases their interest and belief in experts. People trust an expert only if they are a real connoisseur with a degree of the given topic. High uncertainty avoidance also translates into a less welcoming attitude for change, which explains why these cultures adopt innovations at a different pace. (Hofstede Insights 2021a; De Mooij 2010, 83-84.)

Uncertainty avoidance also influences the importance of personal appearance. For example, upholding face is important in high power distance cultures. Therefore, the combination of high uncertainty avoidance and high power distance qualities make people concerned about their appearances, and in return, judge other people's dressing choices. (De Mooij 2010, 84.)

People in low uncertainty avoidance cultures have a more relaxed attitude towards unpredictability in life, and therefore common sense is preferred over multitudes of rules in everyday life. Moreover, unlike in high uncertainty avoidance cultures, people do not feel inclined to reveal tension through emotional encounters. Conflict and competition are not identified to be threatening, and change is welcomed. Therefore, these cultures are more innovative, resulting in a larger quantity of early adopters of a product released to the market. (De Mooij 2010, 83-122.) Countries with low uncertainty avoidance are, for example, Singapore (8), Jamaica (13), Denmark (23), Vietnam (30), and the UK (35) (Hofstede et al. 2010, 194).

Product advertisements concentrate on results rather than technical details. In health-related advertising, benefits are a better way to appeal to viewers than fears. (De Mooij 2010, 233-235.) Interestingly, societies where tough (masculine) culture and low uncertainty avoidance are combined – the wish to be a winner with freedom from anxiety - such as the UK, are fruitful clusters for creativity and innovation (De Mooij 2010, 83.)

Mexico is a culture of high uncertainty avoidance with a score of 82. Dislike for uncertainty makes people search for truth, and thus increases their interest and belief in experts. In advertisements, experts, doctors (as seen in Image 6), and other connoisseurs as commonly seen. (Hofstede Insights 2021a; De Mooij 2010, 83-84.)



Image 8. X RAY medicine advertisement (Comerciales en Like México 2021)

According to Hofstede et al. (2010, 281), the ***Indulgence Versus Restraint*** dimension reflects the degree to which a society allows its members to gratify the basic human drives related to enjoying life and having fun. To indulge means “to yield to an inclination or desire, or to allow oneself to follow one’s will,” which is precisely what an indulgent culture accepts of its people. Meanwhile, restraining implies “to hold back from action or to keep in check,” which descriptively illustrates a restrained culture’s need to regulate said indulgence by strict social norms. (Dictionary, 2021a; Dictionary, 2021b.)

Indulgent cultures are measured to exhibit a higher percentage of happy people with positive attitudes, extroverted personalities, and optimistic approaches to life. People value leisure time, friendships, and having fun. (Hofstede et al. 2010, 281.) In advertising, indulgence appears in forms of adventure, enjoyment, freedom, and sexuality (Saleem 2016, 230.) Countries, such as Venezuela (100), Mexico (97), Puerto Rico (90), Sweden (78), and the US (68) have high scores in indulgence (Hofstede et al. 2010, 282).

Interestingly, indulgent cultures have higher approval of foreign movies and music. Additionally, they have increased the consumption of soft drinks and beer. Freedom of speech is also important. (Hofstede et al. 2010, 297.)

Strict social norms guide people’s lives in restraint cultures. Members of these societies are more likely to feel pessimistic and cynic, and smiling is viewed with suspicion. Moral discipline prevails everyday life, which is also reflected in the governance level: maintaining order is a priority; thus, there are higher numbers of police officers on duty; meanwhile, freedom of speech is not a primary concern. People tend to be sparing with money and careless for their leisure time. (Hofstede et al. 2010, 291-297.) This also explains why advertisements in these cultures are plain, tamed, and moral (Saleem 2016, 230). Countries with restraint cultures are, for example, Pakistan (0), Egypt (4), Estonia (16), Bangladesh (20), and South Korea (29) (Hofstede et al. 2010, 285).

### 3.3 Advertising Across Cultures

According to De Mooij (2010, 165), interpersonal communication styles, and their content, form, and style, are reflected in advertising across cultures. Elements of advertising style are culture-specific, and they are as follows:

1. Appeal (values and motives included)
2. Communication style (e.g., direct, indirect, explicit, implicit)
3. Basic advertising form (e.g., drama, entertainment, lesson)
4. Execution (e.g., dressing choices).

An advertising appeal connects with a consumer's emotions so that the product will attract interest or desire. The awakened emotion can be, for instance, security, fear, esteem, or sensory. The values and motives used as an appeal emphasize the central message of the advertisement. For instance, in high uncertainty avoidance cultures, purity is a common advertising appeal. In addition, in individualistic cultures appeals concentrate on one person, whereas appeals in collectivistic cultures promote a group identity. (De Mooij 2010, 169-217.)

There are two significant distinctions in communication: direct and indirect style. Individualistic cultures tend to communicate directly, whereas collectivistic cultures follow a more indirect style. In an advertising context, cultures using the direct style are often more verbal and address the audience with pronouns ('you-style' and 'we-style'). However, advertising in cultures of indirect style is often conveyed through symbols, metaphors, and drama, as addressing people in a direct manner is avoided. Advertisers in these cultures tend to be visually rich. Moreover, a culture's tendency to respect either visual or verbal style can be seen in the way a company brands itself – from logo and brand name to package design, advertising material, and web design. (De Mooij 2010, 170-173.)

Basic advertising form refers to the manner the advertisement message is conveyed to the consumer. De Mooij (2010, 247-265) distinguishes between seven groups of basic advertising forms:

- Announcement (facts presented without the appearance of people)
- Association transfer (the product is combined with a person, object, situation, or an environment)
- Lesson (directly communicated lectures of facts or arguments)

- Drama (depicts two or more people interacting, as the performance indirectly implies the product message)
- Entertainment (indirect communication delivered via theatrical drama, shows, comedies, humor, musical, e.g.)
- Imagination (cartoons and other techniques)
- Special effects (all kinds of artistic and animated elements, cartoons, camera effects, music, and tunes, e.g.).

The announcement form is the most common form of advertising. The product message style of the announcement form is most often used in low-context, individualistic cultures. However, the corporate presentation style varies between country-specific adaptations and internationalized forms. (De Mooij 2010, 248.) Likewise, association transfer includes variations, such as lifestyle, metaphor, metonymy, and celebrity transfer. These styles are adapted to different cultures, some more and some less, according to the country's characteristics of context, directness, and the tough versus tender index. (De Mooij 2010, 249-251.)

The lesson form highlights the use of the pronouns we and you, and it appeals to low-context cultures, even though several variations of the form are adjusted to different cultures (De Mooij 2010, 252-253). Drama works particularly well in cultures of indirect styles, such as Spain, Italy, and Latin America. However, the style of drama varies among tough and tender cultures. Moreover, the drama form in the US uses a "slice-of-life" concept that is focused on the product used in everyday life. (De Mooij 2010, 173.) Entertainment works well in collectivistic cultures, as it seeks to build trust and a relationship between companies and consumers. Finally, special effects appeal to the artistically inclined countries of Southern Europe. (De Mooij 2010, 263-265.)

Some of the basic advertising forms are easy to utilize in international advertising, whereas others require heavier adaptation to fit culture-specific values and communication styles (De Mooij 2010, 265). For instance, the pure display style of announcement form fits the criteria of international advertising, as it is relatively culture-free. Likewise, the product message style is also suitable for global use, given that dubbing or translated captions are provided. (De Mooij 2010, 248.) Moreover, the imagination form crosses borders, and thus the same advertisement can be used to target groups of countries (De Mooij 2010, 264).

From an international advertising viewpoint, the advertiser's culture commonly defines the basic form used. The company's internationalization stage also affects the form chosen. The change towards selecting an advertising form that comports with a specific culture has been slow. Globally large brands, such as Unilever, P&G, and Henkel, have used just a few

basic advertising forms (problem-solution, testimonial, and side-by-side) to succeed. As a result, these gigantic brands and their Anglo-Saxon origin cultures have dominated the way advertising is commonly chosen for these product categories (such as detergents and sanitary products). (De Mooij 2010, 265-266.)

Finally, execution in advertising context refers to the activities of people, such as the choices in casting, clothing, setting, and the interrelationship of the advertisement (De Mooij 2010, 217).

The advertising styles of different cultures can be mapped (De Mooij 2010, 172). Figure 2 below explains the types of advertisement forms that work in different cultures.

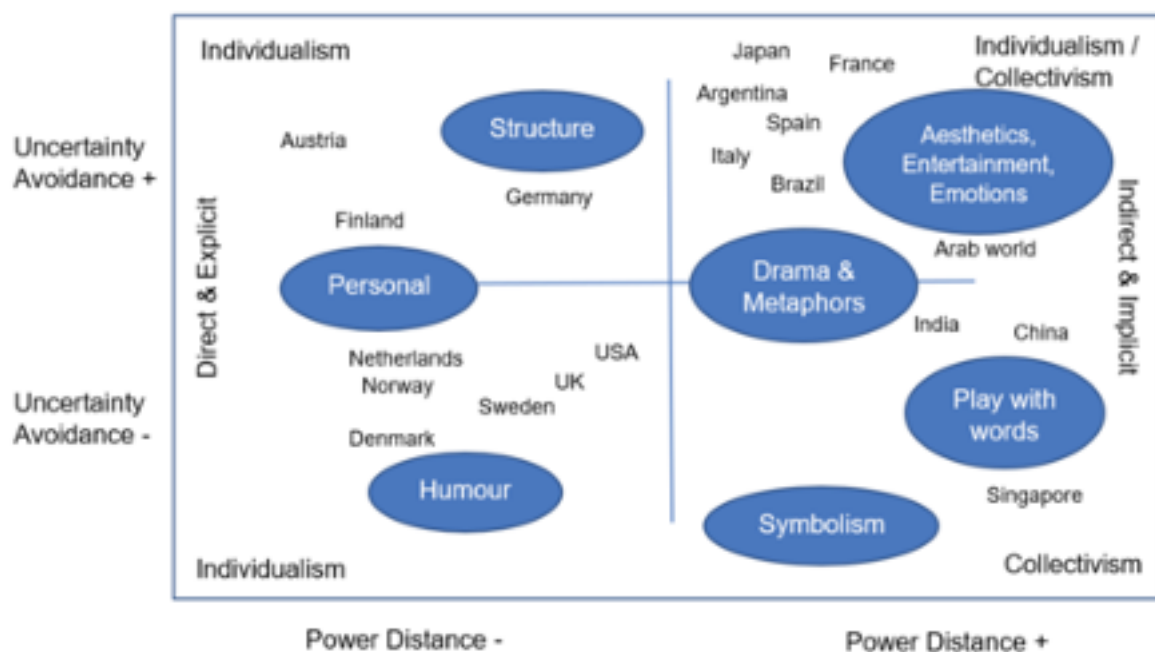


Figure 2. Advertising styles (adapted from De Mooij 2010, 172)

As seen on the right side of the figure above, the communication style in these cultures is indirect and implicit. The cultures on the upper right side share qualities of high power distance and high uncertainty avoidance, and thus several advertising styles appeal to them. Some of the depicted countries are more collectivistic than others (e.g., Brazil, Argentina, and Mexico, although not listed), whereas some are more individualistic (e.g., Italy and France). In these cultures, advertising aims to establish a relationship with the consumer; hence, the advertisements concentrate less on product attributes. Therefore, the consumer is reached with the use of aesthetic and entertaining advertising styles. (De Mooij 2010, 170-172.)

The cultures found on the lower right side of the figure above share high power distance and low uncertainty avoidance qualities. People in these cultures believe in reinforcing the

group norms and deem it essential to save face. As a result, advertising styles that combine metaphors, visuals, drama, wordplay, symbols, and songs are efficient. (De Mooij 2010, 172-173.)

### 3.4 The Mexican Consumer Audience

As illustrated in the preceding sub-chapter, Mexico's culture embodies high power distance, low individuality, tough (masculine) values, high uncertainty avoidance, low short-term orientation, and high indulgence (Hofstede, 2021).

According to Banco Santander (2020), Mexican consumers value quality, price, and practicality when purchasing products. In addition, the importance of receiving quality customer service is rising. Brand image is considered an essential aspect, as Mexicans are some of the most brand-loyal consumers in the world.

Spending habits and locations vary significantly between the geographical areas. For example, the income and spending differences are extensive between the urban (80.7% of the population) and rural areas (19.3% of the population). Furthermore, significant foreign investments in the northern states explain why salaries are considerably higher than in the country's south. (Banco Santander, S.A 2020.)

Out of all Latin American countries, Mexico has the most e-commerce. The trend can be seen clearly in the purchasing figures, considering that 85% of the consumers had bought at least one product or service online in the previous year. Amazon is the largest online retailer, leaving behind the Wal-Mart of Mexico and Mercado Libre. Mexican consumers are also open to international companies, particularly in the capital region. (Banco Santander, S.A 2020.)

According to De Mooij (previously seen Figure 5), several advertising styles appeal to cultures of high power distance and high uncertainty avoidance with indirect and implicit communication style. These advertising styles include aesthetics, entertainment, and emotions. Professional experts with degrees and certificates are respected because of the search of truth. Moreover, celebrity presenters are favored because context matters in these cultures: people are able to identify to the product through known people. (De Mooij 2010, 170-256).

### 3.5 Oatly's Advertising

#### Humor

To create an impact on its audience, Oatly often uses humor in its advertisement copy (as seen below in Image 9). The company expects its consumers to interpret their unorthodox and sarcastic content as a joke instead of taking it seriously. The use of humor and sarcasm helps Oatly deliver their message without sounding too dull or serious. (Lauri 2019, 58.)



Image 9. Humor in Oatly's advertising (Malakhoff 2020)

#### Repetition

Oatly's advertisements regularly repeat the same word or phrase. It is often the case that a specific word or saying is mentioned repeatedly within the same piece or series of advertisements. (Lauri 2019, 45-46.) As seen in Image 10 below, Oatly combines the concept of poster by repeating it throughout three of its side-by-side advertisements; first: "We made this poster..."; then: "We made this one too"; and finally: "And this one."



Image 10. Repetition in Oatly's advertising (Tempemail 2020)

### Verbless sentences

Oatly uses verbless sentences comment or add to the sentence that came before the verbless one. Like the name instinctively suggests, a verbless sentence has no verb, despite having other features of a grammatically correct sentence. Verbless sentences are often used in informal contexts, such as speech or informal written text. This informal characteristic of verbless sentences creates a sense of casualness in writing, as seen in Image 11 below with the word choice "Total déjà vu." (Lauri 2019, 48.)



Image 11. Verbless sentence used in Oatly's advertising (Giliver 2020)

### Addressing the consumer

In most advertisements, Oatly refers to their consumers by using the direct 'you'-pronoun, as seen below in Image 10. The purpose of this is, again, to enhance the informal and conversational feel of their content. By directly and casually referring to their audience, Oatly manages to create a sense of equality and closeness with their target. (Lauri 2019, 60.)



Image 12. The use of you-pronoun in Oatly's advertising (Lim 2021)

### Visual components

Oatly mainly uses illustrations or photos as an add-on to their advertising copy. As a result, the advertisements with their wobbly lettering look as though someone had drawn them by hand. This casualness, again, is crucial in delivering the brand's signature down-to-earth image. (Lauri 2019, 39-40.) The color palette used by Oatly is minimalistic and modern. In addition, Oatly's visual aesthetics are consistent with the intended brand image. This was very purposeful as with the rebranding some years back, as Oatly wanted a completely different look compared to their competition. (Lauri 2019, 35-36.)

## **4 Empirical Research and Data Analysis**

### **4.1 Data Acquisition**

The research for the thesis was conducted between June 2021 and November 2021. Before that, the process was commenced with the thesis topic approval, the supervisor was assigned, and the necessary research forms were filled by June 2021. As mentioned earlier, both primary and secondary data were used in the study. The secondary data was collected from several sources, such as books, articles, and the internet, between September and November 2021. The research survey was also planned during this time. The primary data was gathered via a research survey from November 8 until November 15, 2021. The data collected from the survey was analyzed in November 2021.

The research survey was first planned in Spanish and then translated into English. The online surveys were sent out in English (Appendix 1) and Spanish (Appendix 2), permitting the respondents to choose between the two versions in different languages. The English version was used as an example in this study.

The survey was shared on November 8, 2021, and it was open for a week. It was targeted at Mexican people and was conducted online via Google Forms. The survey had 13 questions, including six photos of Oatly's advertisements. In addition, the survey consisted of 10 multiple-choice questions. Of these, six were checkbox questions (multiple options could be checked), and four were regular multiple-choice questions (only one option could be checked at a time). There were also three open-ended questions. All the questions were obligatory apart from two open-ended questions, which were left as voluntary to reduce the respondents' discouragement to answer the entire survey.

The survey was sent out to Mexican people the author had become acquainted with through the previously conducted academic exchange programs in Mexico. The academic institutions in question were Universidad de Monterrey (university) and Preparatoria Zoebisch (high school). In addition, the online survey was shared via the following channels: Facebook Messenger, WhatsApp, and Instagram.

The survey had 102 responses. After the survey had closed, all the answers were compiled and analyzed. The results are presented and discussed in the following sub-chapter.

### **4.2 Data Analysis**

#### **Question 1**

The first question aimed to measure local consumer insights by asking the respondents to describe the shown Oatly advertisement (as seen in Image 13). They could choose between one or more multiple-choice checkbox answers, which resulted in more than one response received per individual. The options included adjectives such as 'fun', 'likable', 'creative', 'visually appealing', and 'different', as well as 'I'm not re if I understand it' and 'not my taste'. In addition, the respondents were permitted to provide their own description below in the 'other' field if none of the other options were suitable. The results of Question 1 can be seen below in Figure 3.

How would you describe this advertisement? Choose all that apply and/or add your own below. \*



Image 13. Advertisement shown in Question 1

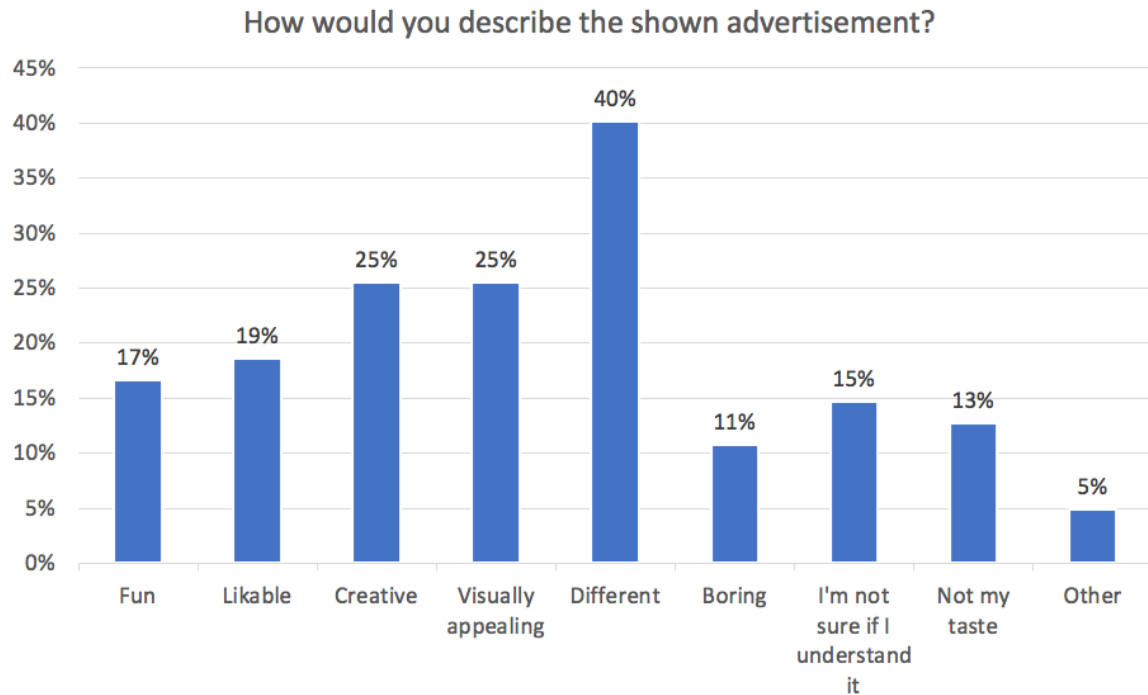


Figure 3. Results of Question 1

In question 1, overall 173 responses were received from 102 respondents. As a result, 41 (share of 40%) of the respondents found the advertising 'different'. 26 of them (25%) of them described the advertisement to be either 'creative' or 'visually appealing'. 19 of the respondents (19%) found the advertisement 'likable', whereas 17 (17%) found it 'fun'. Reportedly 15 respondents (15%) chose the option 'I'm not sure if I understand it', 13 (13%) of them described it to be 'not my taste', and finally, 11 (11%) found it 'boring'.

Furthermore, 5 respondents (5%) selected the 'other' option to describe the advertisement in their own words. Some of them described it to be attention-catching and intellectually fun, whereas others thought it was indifferent, common, and very saturated.

All survey questions with checkboxes where advertisements are shown will be compared and analyzed together later in the Data Analysis part. This refers to the following survey questions: one, two, four, five, and six. The analysis is located after the question six.

## Question 2

Similar to question one, the second question measured local consumer insights by asking the respondents to describe the shown advertisement (Image 14.). The respondents could choose between one or more multiple-choice checkbox answers, which resulted in more than one response received per individual. The options included adjectives such as 'fun',

'likable', 'creative', 'different', and 'boring', as well as 'I'm not sure if I understand it' and 'not my taste'. In addition, the respondents were permitted to provide their own description below in the 'other' field if none of the other options were suitable. The results of question 2 can be seen below in Figure 4.

How would you describe this advertisement? Choose all that apply and/or add your own below. choice below. \*



Image 14. Advertisement shown in in Question 2

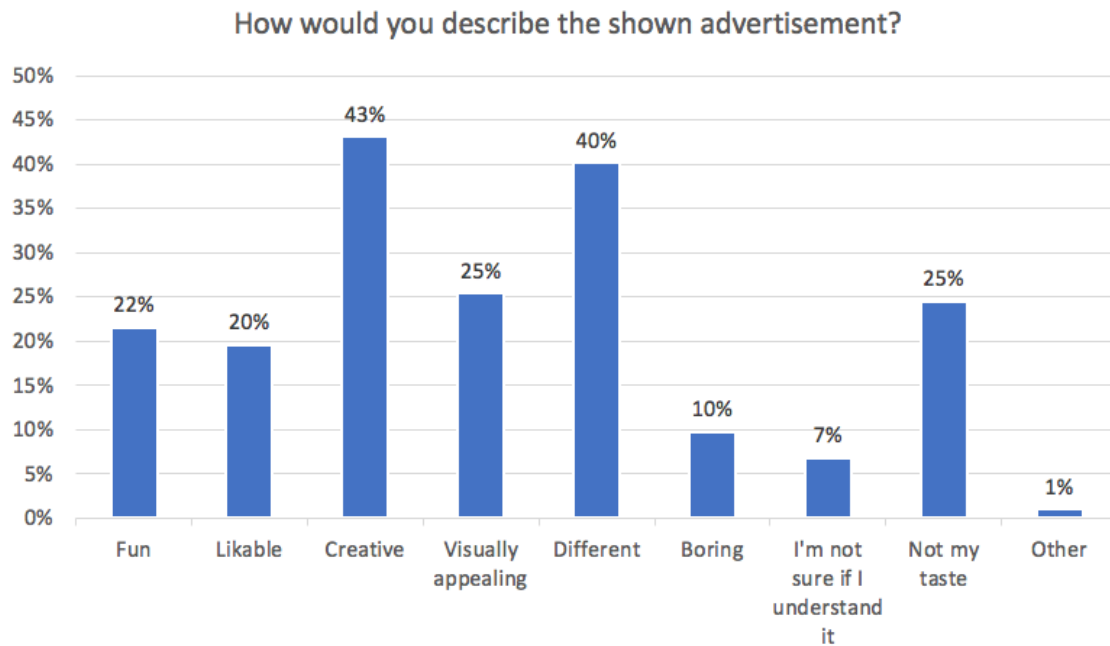


Figure 4. Results of Question 2

As a result, 196 responses were gained from 102 respondents. Altogether 44 respondents (share of 43%) described the advertisement shown as 'creative', whereas 41 respondents (40%) found it to be 'different'. A fourth of the respondents (26 responses) answered that the advertisement shown was either 'visually appealing' (26 responses) or 'not my taste' (25 responses). Around one fourth found the advertisement either 'fun' (22 responses) or 'likable' (20 responses). 10 respondents (10%) described the advertisement to be 'boring', and 7 (7%) answered 'I'm not sure if I understand it'. Finally, one respondent chose to provide their answer in the 'other' option, where they expressed their distaste for the advertisement due to having too much text.

Furthermore, all survey questions with checkboxes where advertisements are shown will be compared and analyzed together later in the Data Analysis part. This refers to the following survey questions: one, two, four, five, and six. The analysis is located after the question six.

### Question 3 Part 1

The question three dealt with a statement promoting sustainability as an advertising appeal. The respondents were asked whether they liked the way Oatly promoted sustainability in the displayed advertisement (Image 15). The multiple-choice question gave three choices to choose from: 'yes', 'no', and 'I'm not sure'. The results can be seen in Figure 5.

Do you agree with the following statement? "I like the sustainable and scientific reasoning in this advertisement." Check your choice. \*



- Yes
- No
- I'm not sure

Image 15. Advertisement shown in Question 3 Part 1

Do you agree with the following statement? "I like the sustainable and scientific reasoning in this advertisement."

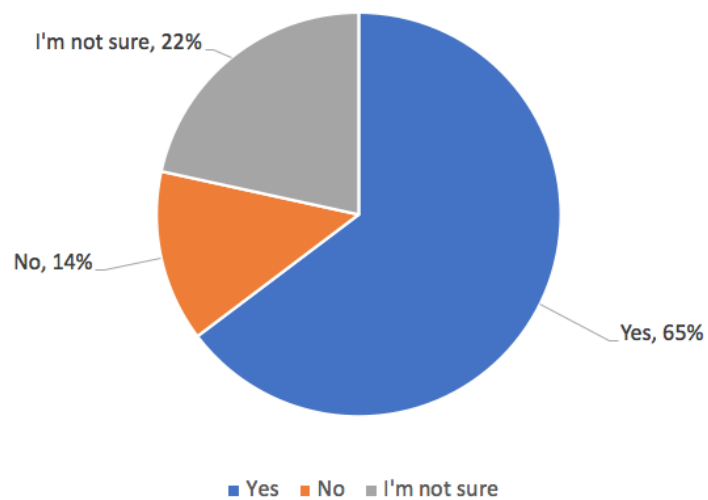


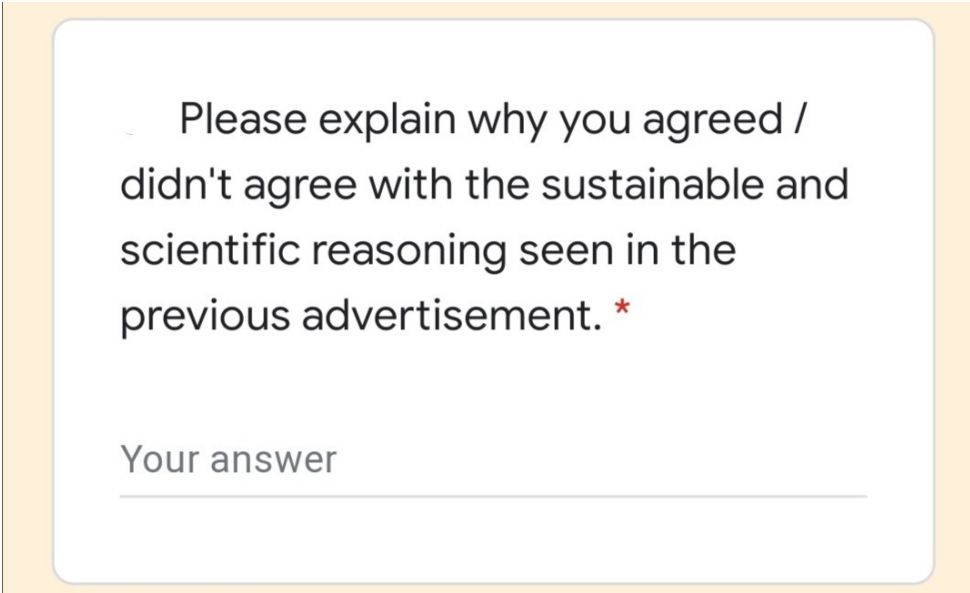
Figure 5. Results of Question 3 Part 1

The results show that 66 respondents out of 102 (share of 65%) answered 'yes', they indeed enjoyed the sustainable and scientific argumentation used in the shown Oatly advertisement. In addition, 22 respondents (22%) chose the option 'I'm not sure'. However, 14 respondents (14%) chose the option 'no', meaning they did not agree or like the statement about the advertisement.

The following survey question (Question 3 Part 2) aims to clarify the quantitative data gathered from this question. It is done by asking the respondents to elaborate more on why they chose 'yes' or 'no' in this question. Furthermore, the 22 respondents (share of 22%) that chose the option 'I'm not sure' were directly forwarded to the question 4. They were not asked to clarify their response, since they did not have a clear opinion about the advertisement.

### Question 3 Part 2

The second part of question three was the first open-ended question in the survey (Image 16). According to Adams et al. (2014, 123-124), open-ended questions ask the respondents to describe their feelings and views. The respondents were asked to clarify why they liked or did not like the sustainable and scientific reasoning seen in the previous advertisement. The respondents, who had chosen the option 'I'm not sure', were directly forwarded to question four.



Please explain why you agreed / didn't agree with the sustainable and scientific reasoning seen in the previous advertisement. \*

Your answer

Image 16. Question 3 Part 2

The question received 80 responses. The obtained responses often included many topics, and furthermore, many of the responses were similar. Hence, the received answers were

organized by the author into different categories by topic. The categories are: dairy or milk; sustainability or environmental friendliness; data, reliability, or true; animal cruelty or production; impact; and health. The opinions, the quantity of mentions in each category and examples of answers can be seen in Table 1.

Table 1. Categorized responses (translated by thesis author)

Topic	Amount of Mentions	Examples of Answers
<b>Dairy Milk</b>	25%	<p>“It makes sense to reduce milk consumption and pollution from cows' gases”</p> <p>“The production of cow's milk produces more greenhouse gases than plant-based milk”</p> <p>“Cow's milk have more and more complete proteins than plant based alternatives”</p>
<b>Sustainability, Environment Friendliness</b>	20%	<p>“For the sustainability of the planet”</p> <p>“Currently it is more than necessary to look for sustainable alternatives in our daily lives”</p> <p>“As a consumer I find my food consuming choices may not have a big impact in sustainability”</p>
<b>Data, Reliability, True</b>	11%	<p>“Data based on scientific reasoning is more credible”</p>

<b>Animal Cruelty or Production</b>	9%	“Plant based milk is a more sustainable way to get nutrients and no animal cruelty is implied, this kind of advertising is creative and it impacts in how people see traditional products”
<b>Impact</b>	10%	It seems like a good way to report on what a simple change in habit can impact the planet.
<b>Health</b>	6%	“Data based on scientific reasoning is more credible”

20% of the respondents' answers mentioned sustainability or environmental friendliness. Awareness was mentioned by 15% of the respondents, CO<sub>2</sub>, emissions, or carbon footprint by 13%, and the reliability, data provided, or 'truth' was mentioned by 11% of them. Impact was mentioned by 10% of the respondents, and health by 6%.

By gathering local consumer insights, brands may learn what kinds of topics consumers are aware of, and what they might want to learn through advertisements. This helps brands to determine what kind of informative or educational material to include in their campaigns. Oatly does educational marketing campaigns from time to time in addition to using informative advertisements. Thus, insights about the consumers' awareness can be helpful for Oatly. (Finnish Advertising Council 2009; Schröder 2021.)

#### **Question 4**

Similar to the survey questions one and two, the fourth question measured local consumer insights by asking the respondents to describe the shown Oatly advertisement (Image 17). The respondents could choose between one or more multiple-choice checkbox answers, which resulted in more than one response received per individual. The options included adjectives such as 'fun', 'playful', 'creative', 'unique', 'visually appealing', and 'boring', 'as well as 'I'm not sure if I understand it' and 'not my taste'. In addition, the respondents were permitted to provide their own description below in the 'other' field if none of the other options were suitable. The results of question four can be seen below in Figure 6.

How would you describe this advertisement? Choose all that apply and/or add your own description below. \*



Image 17. Advertisement shown in Question 4

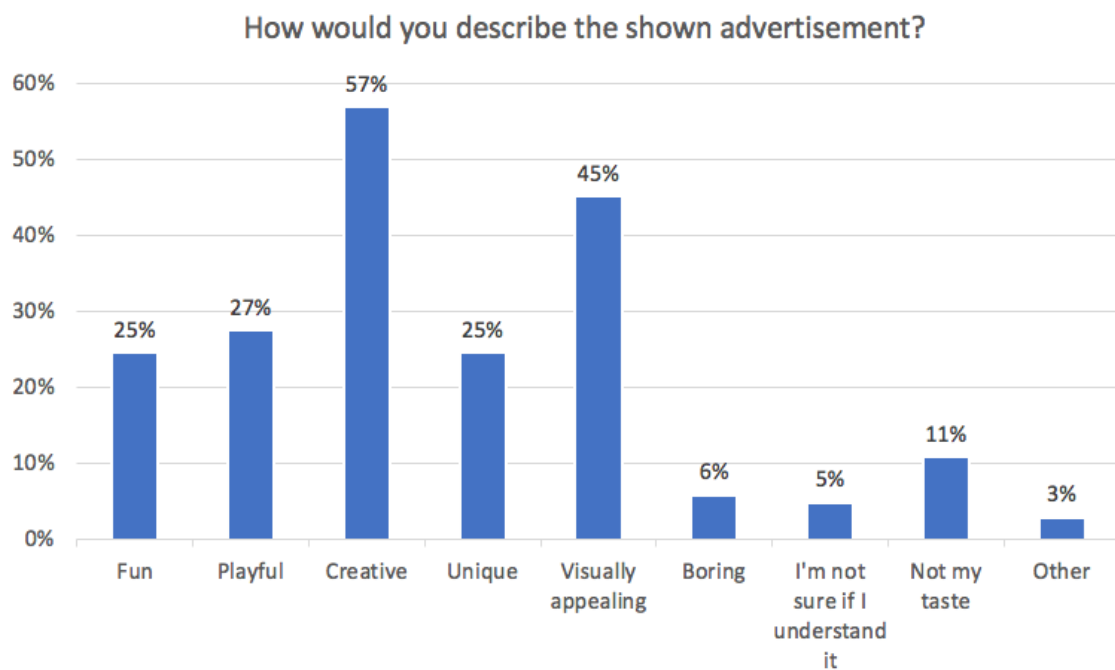


Figure 6. Results of Question 4

Altogether 207 responses were gained from 102 respondents. First, more than half of the respondents (57% of the respondents) described the advertisement shown as 'creative', whereas nearly half of them (47%) found it 'visually appealing'. Next, more than a fourth of the respondents (27%) answered that the advertisement shown was 'playful', and a fourth of them (25%) found the advertisement either 'fun' or 'unique'. In addition, 11 respondents (11%) described the advertisement to be 'not my taste', 6 (6%) said it was 'boring', and 5 (5%) answered 'I'm not sure if I understand it'.

Finally, 3 of the respondents (3%) chose to provide their answer in the 'other' option. In these responses the respondents explained that the 3D effect was not done well enough, and that the colors of the advertisement were not found pleasing.

Furthermore, all survey questions with checkboxes where advertisements are shown will be compared and analyzed together later in the Data Analysis part. This refers to the following survey questions: one, two, four, five, and six. The analysis is located after the question six.

### **Question 5**

Similar to the survey questions one, two, and four, the fifth question measured local consumer insights by asking the respondents describe the shown Oatly advertisement (Image 18). The respondents could choose between one or more multiple-choice checkbox answers, which resulted in more than one response received per individual. The options included adjectives such as 'fun', 'inclusive', 'creative', 'visually appealing', 'as well as 'it has too many words', 'I'm not sure if I understand it', and 'not my taste'. In addition, the respondents were permitted to provide their own description below in the 'other' field if none of the other options were suitable. The results of question four can be seen below in Figure 7.

How would you describe the advertisement? Choose all that apply, and/or add your own description below. \*



Image 18. Advertisement shown in Question 5

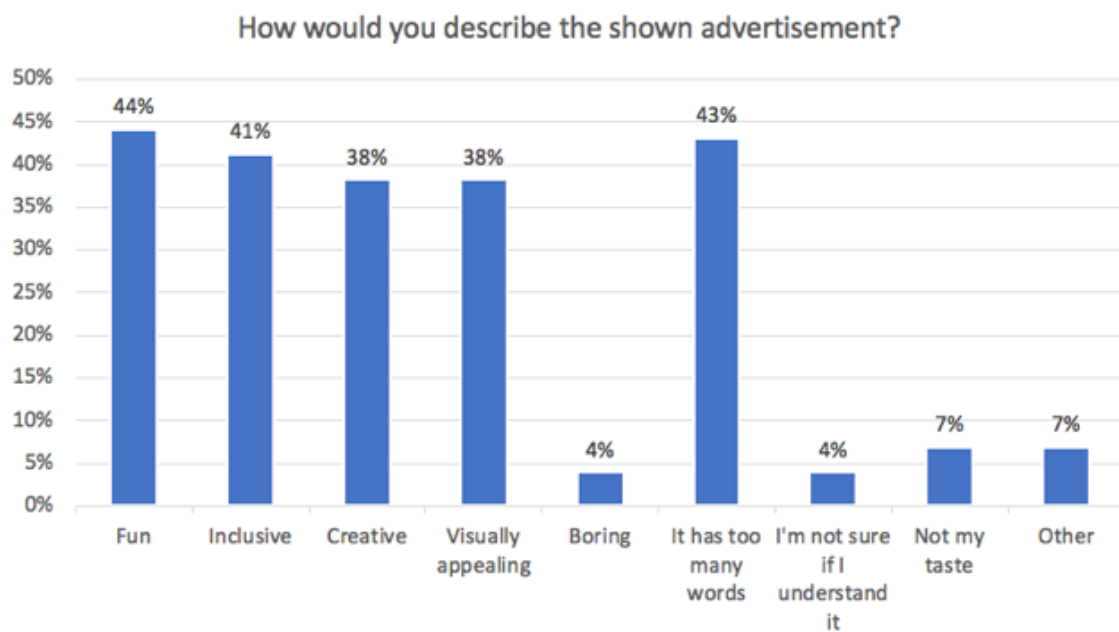


Figure 7. Results of Question 5

Altogether 231 responses were gained from 102 respondents. As a result, 45 of the respondents (share of 44%) described the advertisement shown as 'fun', whereas 43 (43%) answered 'it has too many words'. Moreover, 42 (43%) of the respondents described the advertisement to be 'inclusive', and 39 of them (38%) said it was either 'creative' or 'visually appealing'. Moreover, 7 respondents (7%) said the advertisement was 'not my taste', and 4 of them (4%) answered that it was either 'boring' or 'I'm not sure I understand it.'

Furthermore, 7 of the respondents (7%) chose to provide their answer in the 'other' option. Many of these respondents described how the entirety of the three advertisements were very saturated and crowded: it either made them lose interest, receive a contaminated overall appearance, or dislike the word flow. It was also described how the used colors did not fit the purpose of the advertisement. However, one respondent found the combination of the three advertisements interesting, and that the word play was good, sans the two extensive "And this one." and "We also made this one too."

People in collectivistic cultures such as Mexico give high importance to visual components of advertisements: the colors should be matched, visual contamination should be avoided, and overall outlook should appear pleasing (De Mooij 2010, 223). Hence, Oatly could benefit from these insights gathered from the 'it has too many words' and 'other' options by designing less overcrowded and textual advertisements with color palettes that the Mexican consumers favor the most.

Furthermore, all survey questions with checkboxes where advertisements are shown will be compared and analyzed together later in the Data Analysis part. This refers to the following survey questions: one, two, four, five, and six. The analysis is located after the question six.

## **Question 6**

Similar to the survey questions one, two, four, and five, the sixth question measured local consumer insights by asking the respondents describe what thoughts the shown Oatly advertisement awakened (Image 19).

The respondents could choose between one or more multiple-choice checkbox answers, which resulted in more than one response received per individual. The options included adjectives such as 'fun', 'creative', 'visually appealing', 'it's very vegan', 'provocative', 'offensive', 'boring', as well as 'not my taste' and 'I'm not sure if I understand it'. In addition, the respondents were permitted to provide their own description below in the 'other' field if

none of the other options were suitable. The results of question six can be seen below in Figure 8.

What thoughts does this advertisement awaken in you?  
Choose all that apply, and/or add your own description below. \*



Image 19. Advertisement shown in Question 6

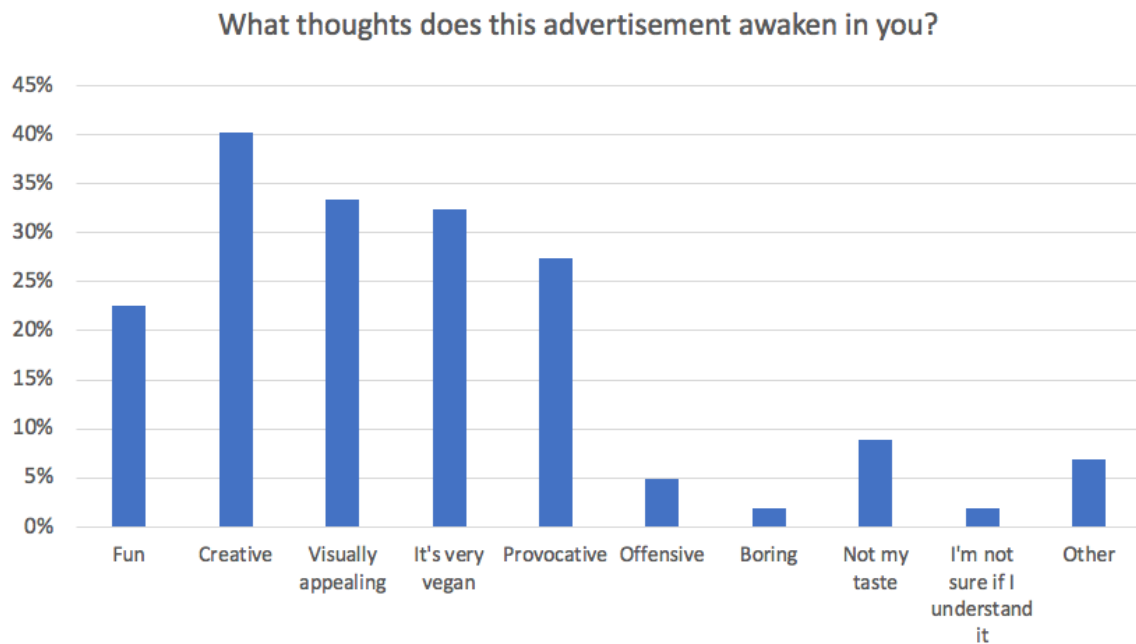


Figure 8. Results of Question 6

Altogether 184 responses were gained from 102 respondents. 41 of the respondents (share of 40%) chose the option 'creative', whereas a third of them described the advertisement shown either as 'visually appealing' (33%) or 'it's very vegan' (32%). Next, 28 respondents (27%) chose the option 'provocative', whereas 23 of them (23%) chose the option 'fun'. Moreover, 9 of the respondents (9%) answered the advertisement was 'not my taste', 5 of them (5%) found it 'offensive', and 2 of them (2%) answered either 'boring' or 'I'm not sure I understand it'.

Furthermore, 7 of the respondents (7%) chose to provide their answer in the 'other' option. The respondents replied with answers, such as describing the advertisement to be intelligent, interesting, or accurate. One respondent was pleased with the advertisement but doubted that everybody would understand the message. Another one explained that the message provoked the person to question the healthiness of dairy milk. Moreover, one of the respondents thought the message was rather bold.

Furthermore, all survey questions with checkboxes where advertisements are shown will be compared and analyzed together later in the Data Analysis part. This refers to the following survey questions: one, two, four, five, and six. The analysis is followed by this thesis question.

### Questions 1, 2, 4, 5 and 6 analysis

Local consumer insights were gathered from Questions one, two, four, five, and six. The insights were collected from consumer responses to Oatly's current advertisements. The results of the responses from the checkbox-style questions are compared below (as seen in Figures 9 to 12).

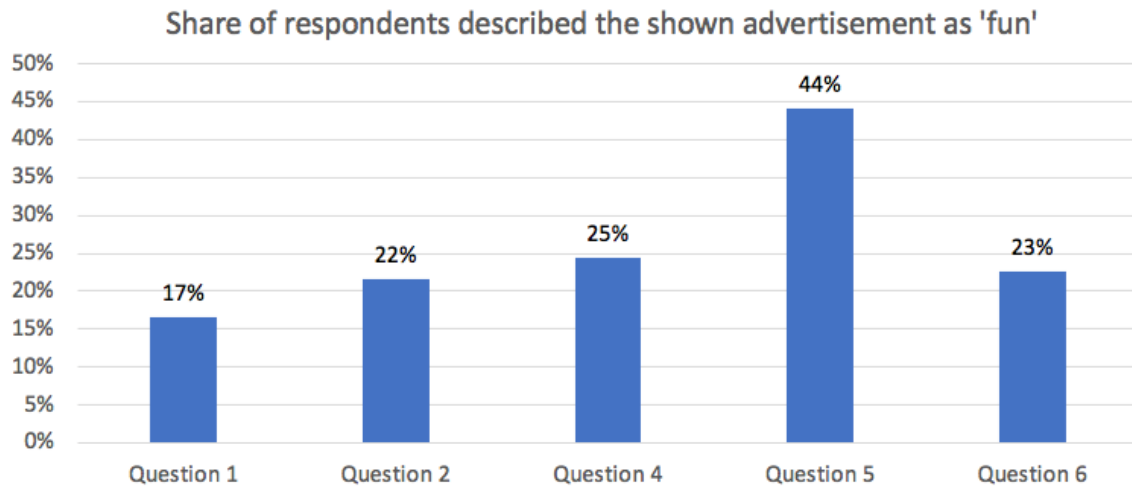


Figure 9. 'Fun' compared

It turns out that the advertisement shown in Question 5 (Figure 9) was found most 'fun' by the respondents, with a share of 44%. The rest of the advertisements shown were thought to be 'fun' by only around a fifth or a fourth of the respondents, with question 1 being the least amusing according to the respondents.

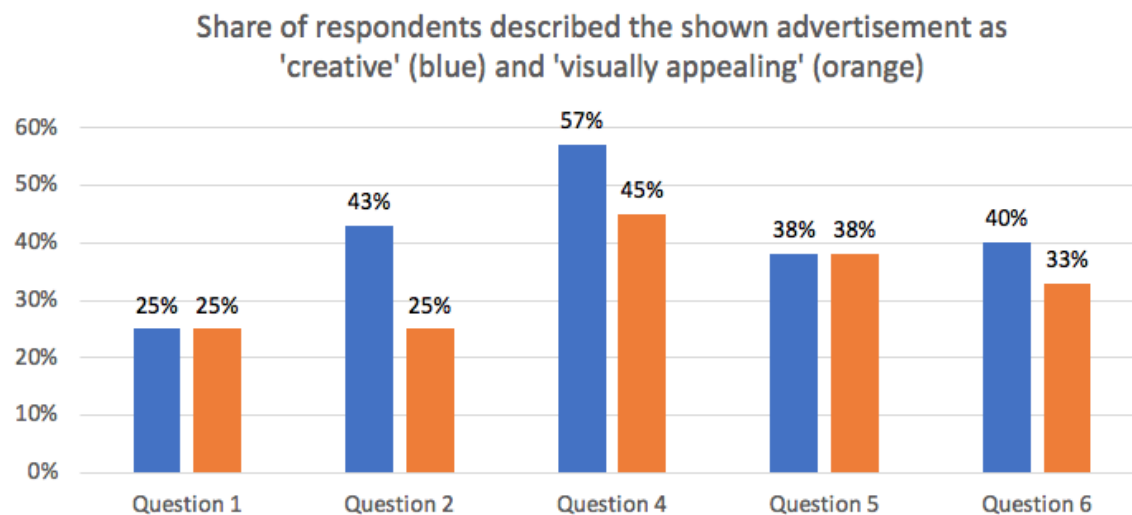


Figure 10. 'Creative' and 'visually appealing' compared

The advertisement shown in Question 5 was found both most 'creative' (Figure 10) and 'visually appealing' by the respondents. The advertisement was thought to be 'creative' by share of 57%, and 'visually appealing' by share of 45%.

The rest of the advertisements shown were thought to be 'creative' by between a fourth and nearly half of the respondents, the least 'creative' being question 1 with 25% share. In addition, the remaining advertisements shown were thought to be 'visually appealing' by between a fourth and around a third of the respondents, the least 'visually appealing' being questions 1 and 2 with 25% share.

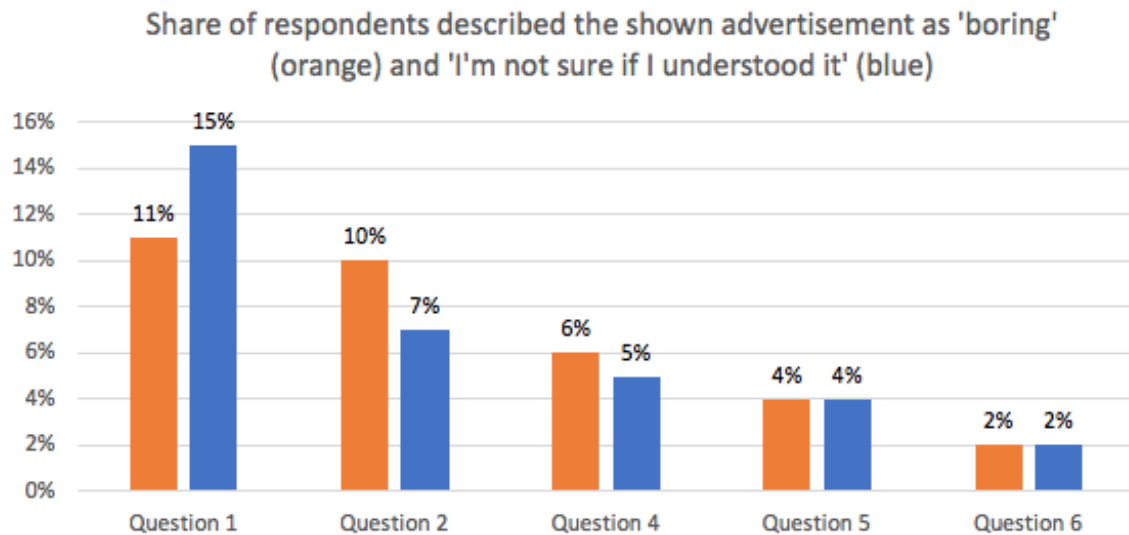


Figure 11. 'Boring' and 'I'm not sure if was understood it' compared

The advertisement shown in Question 1 was found the least 'boring', and most of the respondents thought that they 'understood' it (Figure 11). Only 2% of the respondents thought it bored them, and an equal amount of them claimed to not understand the advertisement. However, the advertisements shown in questions 1 and 2 were found most 'boring' by 11% and 10% share. In addition, question 1 was had least 'understood' advertisement.

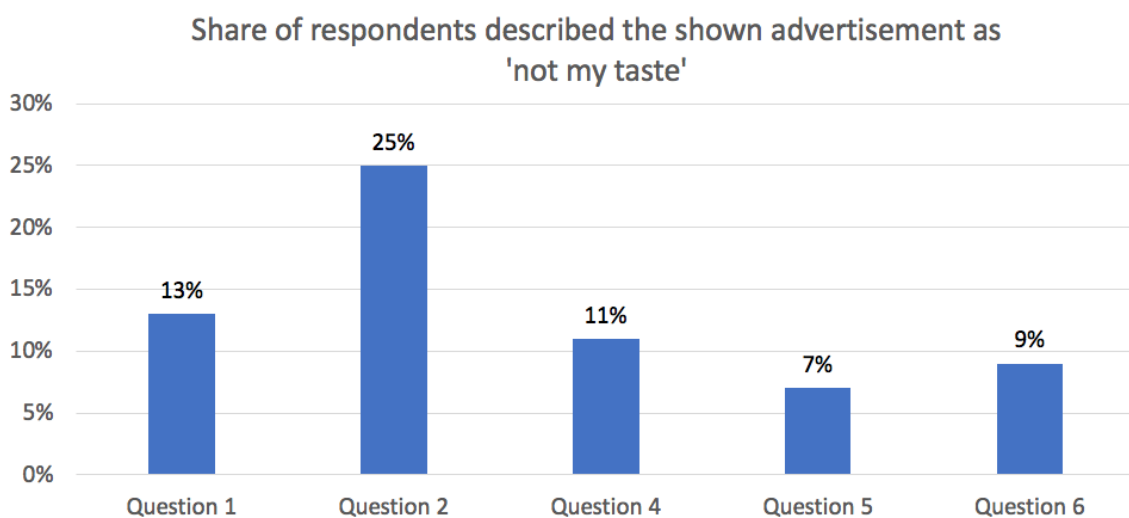


Figure 12. 'Not my taste' compared

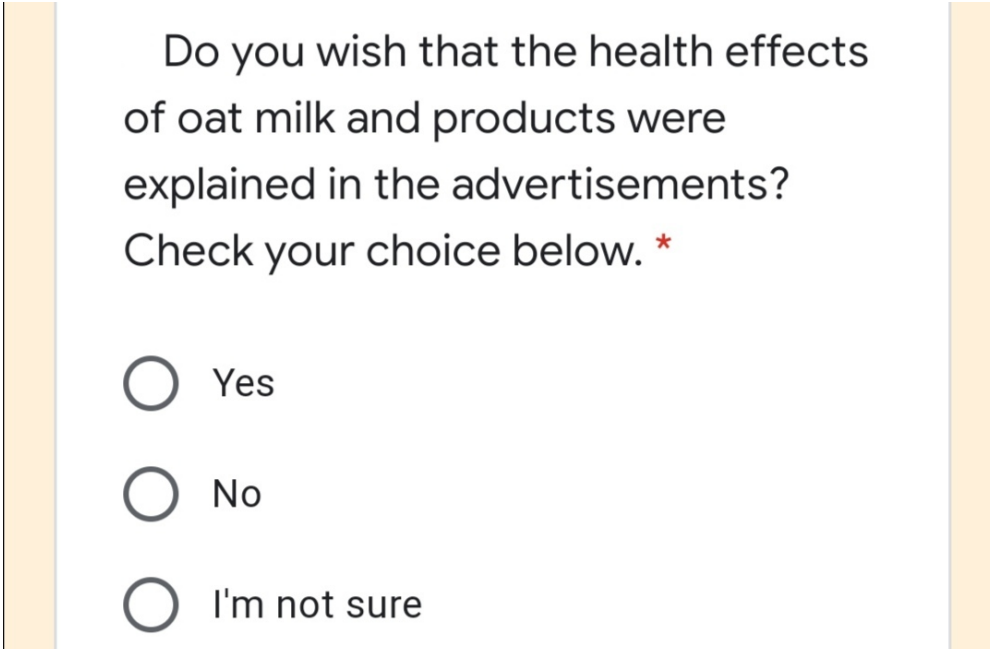
'Not my taste' compared

The advertisement shown in Question 2 was said to be of 'not my taste' (Figure 12) by a fourth of the respondents (25%) However, the rest of the advertisements shown had lower percentages of dislike, with question 5 having only 7% of share respondents finding it to not be of their taste.

Oatly could consider designing the kinds of advertisements that received the most favorable local consumer responses. In this survey, advertisements in Questions 4, 5, and 6 scored best on all given parameters. However, an advertisement, such as the one shown in Question 1, was clearly the least preferred in all parameters. The results of the local consumer insights are clear: advertising that resonates with a consumer of one culture does not resonate with another consumer from a different culture. Therefore, doing localized advertising campaigns may return more effective and profitable results.

### Question 7 Part 1

The Question 7 Part 1 (Image 20) asked the respondents whether Oatly should explain the health effects of its products in the advertisements. Three choices were given to choose from: 'Yes', 'I'm not sure', and 'No'. The results of this question are shown below in Figure 13.



Do you wish that the health effects of oat milk and products were explained in the advertisements?  
Check your choice below. \*

Yes

No

I'm not sure

Image 20. Question 7 Part 1

Do you wish that the health effects of oat milk and products were explained in the advertisements?

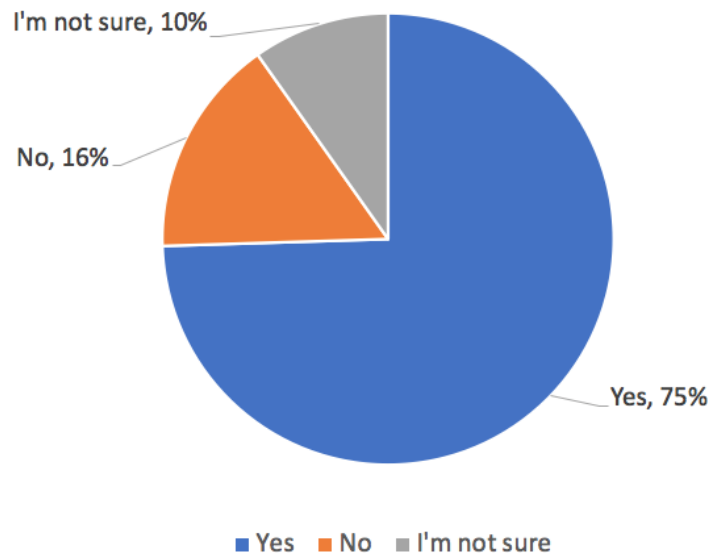


Figure 13. Results of Question 7 Part 1

The results show that 76 respondents out of 102 (share of 74%) thought that, yes, the health effects of oat products should be explained in Oatly's advertisements. In addition, 16 respondents (16%) answered 'no', and finally, 10 respondents (10%) answered 'I'm not sure'.

As learned from Sub-Chapter 3.2, Mexico is a culture of high uncertainty avoidance with a score of 82. These cultures tend to be very health-conscious, and hence food and drink advertisements commonly use appeals related to the health-effects and purity of the products (De Mooij 2010, 83). 74% of the respondents thought that the health effects should indeed be included in Oatly's advertisements, correlating to a high percentage of ambiguity. Concluding, Oatly might want to consider including health effects about its products in some or all of its advertisements directed to Mexican consumers.

The following survey question, Question 7 Part 2, asked the respondents to clarify why they answered 'yes' or 'no' on whether health effects of Oatly's products should be included in its advertising. Therefore, the respondents who answered 'I'm not sure' were forwarded directly to Question 8.

### Question 7 Part 2

The second part of question seven was the second open-ended question in the survey (Image 21). The respondents were asked to explain why they chose the option 'yes' or 'no'

in the previous questions. The respondents, who had chosen the option 'I'm not sure', were directly forwarded to question 8.

Please clarify why you checked  
YES/NO in the previous question.  
("Do you wish that the health effects  
of oat milk and products were  
explained in the advertisements"?) \*

Your answer

---

Image 21. Question 7 Part 2

The question received 90 responses. The obtained responses often included topics, and furthermore, many of the responses were similar. Hence, the received answers were organized by the author into different categories by topic. The categories are: knowledge, information, benefits, oat or plant drink versus dairy milk, and another source preferred. The opinions, the quantity of mentions in each category and examples of answers can be seen in Table 2.

Table 2. Categorized responses (translated by thesis author)

Topic	Amount of Mentions	Examples of Answers
<b>Knowledge</b>	25	<p>"I like to know what I am eating/drinking"</p> <p>"We have the right to know what we are going to consume"</p> <p>"It is necessary to know more, even if you do not want to give up dairy, it is always good to have options"</p>

		<p>“It is a new product, knowing what it contains would be good”</p>
<b>Information</b>	21	<p>“Oatly must be honest with its nutritional information so that the consumer feels more confident in purchasing it”</p> <p>“Not everyone has access to adequate information and the message may not be understood”</p> <p>“Because it gives you information to make better choices when shopping”</p> <p>“I'd rather see an ad with information about what I consume than nonsensical text”</p>
<b>Benefits</b>	20	<p>“I think that just as it promotes its benefits to the environment, I would like to know what benefits it offers to the body in comparison with animal milk”</p> <p>“The benefits should be informed in an authentic and fun way”</p> <p>“Knowing the benefits of the product would make me feel more confident to buy it”</p>

		<p>“I would like to know what benefits it offers to the body”</p> <p>“To weigh the benefits and decide between two or more types of milk”</p>
<b>Oat or Plant Drink Versus Dairy Milk</b>	11	<p>“I would like to know why it is a better option than milk”</p> <p>“I would like to know what benefits it offers to the body in comparison with animal milk”</p>
<b>Health Effects Not Preferred in Advertising</b>	5	<p>“I would not like to see that information in advertising on the street, but on the website or social networks”</p> <p>“Too many letters make an ad less attractive”</p>

Explanations related to knowledge and information occurred most often. As mentioned in Sub-Chapter 3.2 and previous question 7 part 1, Mexico is a culture of high uncertainty avoidance. Dislike for uncertainty makes people search for truth, thus the competence of a product must be proven (Hofstede Insights 2021a; De Mooij 2010, 223).

One respondent wrote (translated by the thesis author):

*It is very helpful to know what we consume, and I feel safer when buying if it is well explained.*

Uncertainty avoidance also causes people to look for scientific proof, explanations, test reports, and advice (De Mooij 2010, 232). Another respondent wrote (translated by the thesis author):

*I believe that if we had more scientific information available to everyone, through an advertisement for example, it would help us to question our eating habits more and to decide more consciously what is best for us to consume.*

Many responses were received about the benefits of the product. One respondent wrote (translated by the thesis author):

*I think that just as it promotes its benefits to the environment, I would like to know what benefits it offers to the body.*

Interestingly, product benefits are more commonly used by cultures of low uncertainty avoidance, whereas in cultures of high uncertainty avoidance the threat or fear appeals are more frequently used in advertising (De Mooij 2010, 234). However, the particular benefits might be needed to be heard by the Mexican consumers, given the novelty of the brand and oat products. Cultures of high uncertainty avoidance do not tend to be very open to innovation, and hence people can be wary of unfamiliar products (De Mooij 2010, 83).

Responses, that verbalized the need to compare oat or plant milk with dairy milk, were also received. One respondent wrote (translated by the thesis author):

*I would like to know why it is a better option than milk.*

According to de Mooij (2010, 259), countries, such as the United States, prefer product comparisons. Cultures that appreciate the comparative advertising form, combine qualities of individualism-masculinity and low to medium uncertainty avoidance. However, collectivistic cultures, such as Mexico, do not use this form because it can cause another brand to lose face. Therefore, it was surprising to receive many responses that suggested the comparative advertising. On the other hand, there are many types of comparative advertising, all of them using varying degrees of aggression. Instead of using competitive comparison, where another brand by name is distinguished, Oatly could simply compare its products to unbranded dairy substances. It could be tested whether this would not cause as much shame towards another brand. (De Mooij 2010, 257.)

Responses were also received from respondents who thought that it was unnecessary to mention health effects in the advertisements. Many respondents also said that they would rather read the information from another source. One respondent wrote (translated by the thesis author):

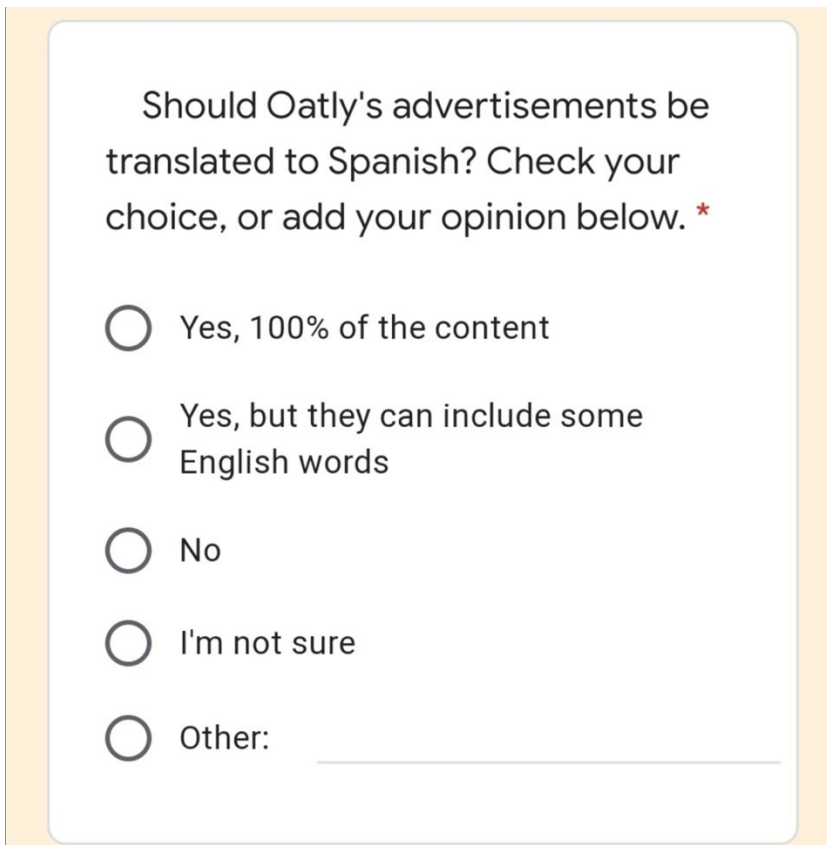
*I'm afraid an ad like that can have meta language or too many words.*

Collectivistic cultures, such as Mexico, are high-context communication cultures. This explains the preference for less textual and more visually powerful advertisements. (De Mooij 2010, 223.) However, the quantity of the respondents that preferred to be informed and educated was much higher than the number of respondents that were worried about the over-crowded advertisements.

Oatly can use these insights to understand the Mexican consumers' preference to avoid uncertainty more thoroughly, which can help them to create more effective advertising campaigns.

### Question 8

The Question 8 (Image 22) asked the respondents whether Oatly's advertisements should be translated into Spanish. The objective of this question was to gather cultural insights, particularly language insights. Five choices were given to choose from: 'Yes, 100% of the content', 'Yes, but they can include some English words', 'I'm not sure', and 'No'. In addition, the option 'Other' was given with the intention to give the respondents the freedom to write their opinion in. The results of this question are shown below in Figure 14.



Should Oatly's advertisements be translated to Spanish? Check your choice, or add your opinion below. \*

- Yes, 100% of the content
- Yes, but they can include some English words
- No
- I'm not sure
- Other: \_\_\_\_\_

Image 22. Question 8

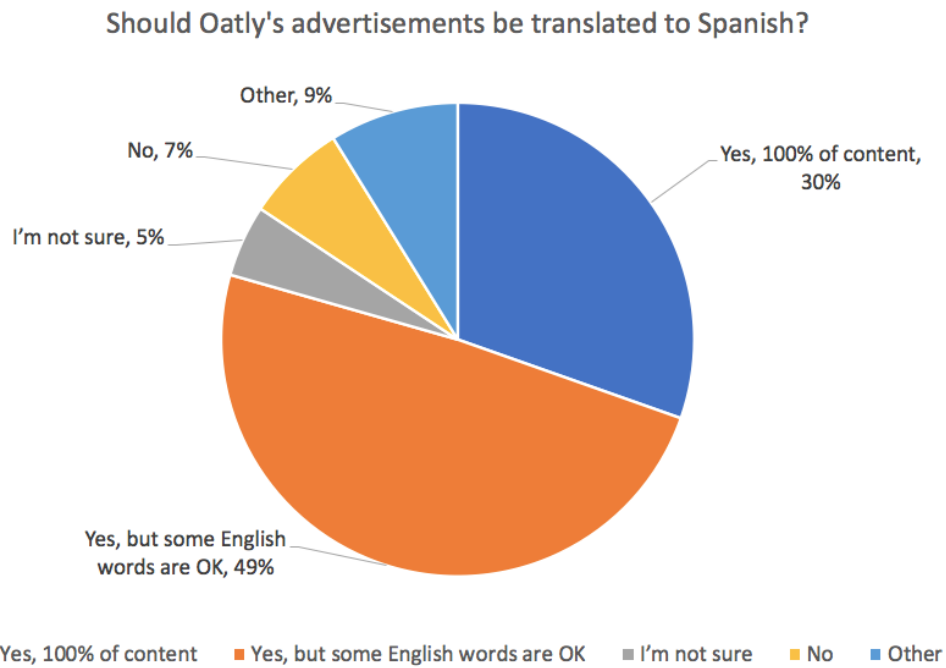


Figure 14. Responses of Question 10

The results reveal that 50 out of 102 respondents (share of 49%) thought that, yes, Oatly's advertisements should be translated into Spanish, but they can include some words in English. 31 respondents (30%) agreed that 100% of Oatly's advertisements should be translated into Spanish. Moreover, seven respondents (7%) thought that, no, the advertisements did not have to be translated, and only five respondents (5%) answered that they were not sure. The remaining nine of the respondents (9%) chose the 'other' option. This option permitted the respondents to write their opinion in. The nine open-ended responses are explored in Table 3.

Table 3. Categorized responses from the 'other' option

Topic	Amount of Mentions	Examples of Answers
Spanish language	5	<p>"If the target is for the middle / lower class, they would definitely have to be in Spanish"</p> <p>"If they are going to be aimed at a Spanish-speaking audience, yes"</p>

		"Probably yes to reach a larger population"
<b>Use of English</b>	3	"Depending of the target, some English words can be included"
<b>Localization</b>	2	"Yes, but with an adaptation to make them much more attractive"

The objective of this question was to gather cultural insights, particularly language insights. Nowadays, many brands do global advertising campaigns where the content and language tend to be standardized regardless of the location. However, according to Dias Marques (2018), 72% of consumers worldwide are more likely to buy a product if the information related to it is available in their native tongue.

Altogether 79% of the respondents agreed that Oatly's advertisements should be translated into Spanish, with 30% of the respondents stating that they must be fully in Spanish. One respondent said (translated by the thesis author:)

*If your goal is aim to the masses, you have to use 100% Mexican Spanish.*

However, some of the survey respondents pointed out that in certain circumstances English may be used. The respondents said (translated by the thesis author:)

*In the north, it might be interesting to see a little English in the translation.*

*If it is for an audience of middle / upper socioeconomic class, it may be easier for them to understand certain words in English.*

Language insights, in addition to the socio-economic and demographic factors influencing English proficiency, are important insights that Oatly should consider when planning and segmenting campaigns for the Mexican consumer market.

### **Question 9**

The respondents were asked if Oatly should customize its advertisements for Mexican consumers (Image 23). Three choices were given to choose from: 'yes', 'maybe' and 'no'. Moreover, the respondents that answered 'yes' or 'maybe', were forwarded to the next question

(Question 10 Part 1), and the ones that answered 'no', were directed to submit the survey. The results of question 10 can be seen in Figure 15.

Do you think Oatly's advertisements should be customized for Mexican consumers? (For example, with humor, values, and customs)? Check your choice below.

\*

Yes

Maybe

No

Image 23. Question 9

Do you think Oatly's advertisements should be customized for Mexican consumers?

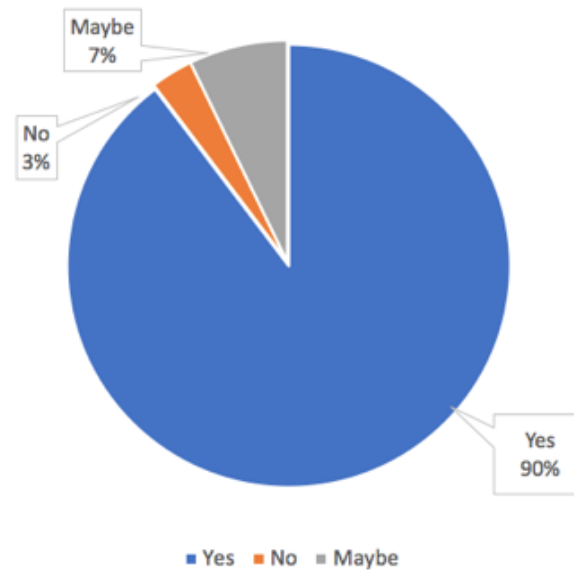


Figure 15. Results of Question 9

The results show that 82 respondents out of 102 (share of 90%) thought that, yes, Oatly's advertisements should indeed be customized for Mexican consumers. In addition, 14 respondents (7%) answered that Oatly's advertisements should 'maybe' be customized for the local consumers. Finally, six respondents altogether (3%) believed that they do not need to be customized for Mexican consumers. Ultimately, according to most of the respondents' opinions (share of 97%), customization should be, or may need to be made in Oatly's advertisements to fit the Mexican consumer audience.

This question aimed to understand how the Mexican respondents feel about the localization of Oatly's advertising, because advertising reflects the conventions of a culture. (De Mooij 2010, 169). Thus, cultural insights were tested.

According to De Mooij (2010, 169), an advertisement is effective only if the viewer successfully decodes the message of the advertisement. For this to be achieved, a global advertiser such as Oatly must research the recipient's culture and the values, feelings, or customs that they have. (Milenkovic 2009, 32-33.) Hall's Iceberg model distinguishes visible and invisible parts of culture. The invisible parts, such as humor, values, and customs, used in this question are invisible qualities that can make an advertisement relatable to the consumer. (Lewis & Clarke 2010; Bates 2020.)

As Oatly's advertisements must travel beyond Western culture when advertising in Mexico, they can lack conventions of the recipient culture and they also simultaneously promote foreign conventions. Therefore, if not localized, Oatly's advertising message might not be

conveyed in the most successful form in the Mexican consumer market. It was interesting to see that 90% of the respondents' answers were positively correlated with the localization that has become a trend (Euromonitor International 2020).

Therefore, the support of local market insights can help Oatly to study Mexican culture, both visible (question 8) and invisible qualities in it. These insights may help create culture-specific advertisements that resonate with Mexican consumers.

### Question 10 Part 1

Question 10 part 1 aimed to define the components that Oatly should include in its advertising in Mexico (Image 24). At this point, the survey respondents had seen five Oatly's advertisements of different themes and styles. Thus, they were now given the opportunity to reflect to the previous advertisements and think which adjustments the advertising would require when shown to Mexican consumers.

What should Oatly include in their advertising in Mexico? Choose all that apply, and/or add your own suggestion below. \*

- Local humor
- Traditions and customs (family, Mexican celebrations, etc.)
- How to use Oatly's products when preparing Mexican food
- Advertisements designed together with locals (artists, advertisers, influencers, etc.)
- Information about how oat products are made (for example, the manufacturing process)
- Other:

---

Image 24. Question 10 part 1

This question was made of multiple-choice checkbox-answers, which means that one respondent could select many options. The following six options were given: 'local humor', 'traditions and customs (family, Mexican celebrations, etc.)', 'how to use Oatly's products when preparing Mexican food', 'advertisements designed together with locals (artists, advertisers, influencers, etc.)', and 'information about how oat products are made (for example, the manufacturing process)'. In addition, the option 'other' was given, where the respondent was permitted to write down their opinion. The results can be seen in Figure 16.

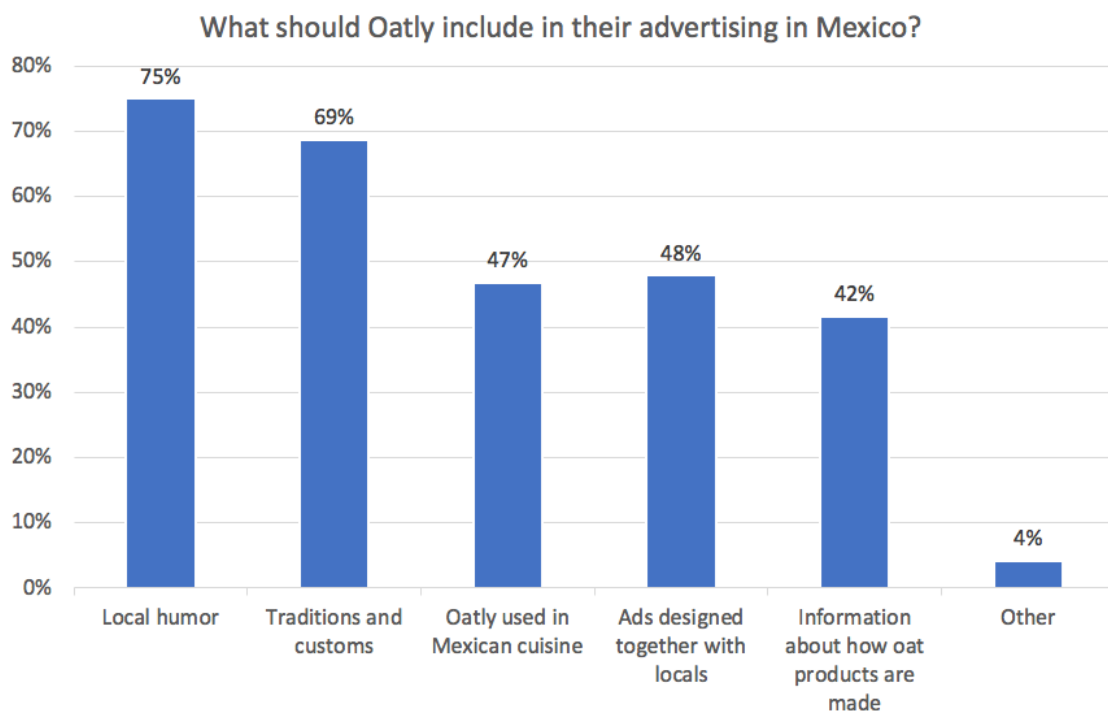


Figure 16. Results of Question 10 Part 1

As a result, 273 responses were gained from 96 respondents (some of the respondents did not continue until here, based on the answer to the previous question). Altogether 75% of the respondents agreed that local humor should be included in Oatly's advertisements in the Mexican consumer market. Moreover, 69% of them agreed that local traditions and customs; such as family and Mexican traditions; should be incorporated in the advertisements. Advertisements designed together with local artists, advertisers, or designers resonated with 48% of the respondents, and 47% thought that Oatly should demonstrate how to use its products when preparing Mexican dishes. 42% of the respondents thought that Oatly should include more information about how its oat products are made.

Finally, 4% of the respondents chose to provide their answer in the 'other' option. These respondents hoped that Oatly's advertisements would include nutrition-related information,

benefits of consuming Oatly's products, and information on how to incorporate the products in the Mexican diet. In addition, more creative advertising with less words were suggested.

The results from this question are further explored in the following question 10 part 2, which allows the respondents to clarify the choices checked in this question.

### Question 10 Part 2

The respondents were asked to explain more about the option or options that they had selected in the previous survey question 'What should Oatly include in their advertising in Mexico?'. This non-mandatory question aimed to determine the most important advertisement components that Oatly could use when advertising to Mexican consumers. Later on, the insights could benefit the brand's advertising campaigns in the country.

Moreover, this survey question was only displayed to respondents who were forwarded to the previous question (question 10 part 1). Therefore, respondents who had selected the option 'no' in question 9 ('Do you think Oatly's advertisements should be customized for Mexican consumers?') were forwarded to submit the survey and did not arrive to this particular question.

The question received 54 answers out of 96 respondents. The obtained responses often included more than one idea or suggestion, and furthermore, many of the responses were similar. Hence, the received ideas, opinions, and suggestions were organized by the author into different categories by topic. The categories are humor or expressions, collaboration with local artists, familiarity, and gastronomy. The opinions, the quantity of mentions in each category and examples of answers can be seen in Table 4.

Table 4. Categorized responses from Question 10 part 2

Topic	Amount of Mentions	Examples of Answers
Local Humor or Expressions	14	"Idioms and humor"  "The advertisements are straightforward, but in Mexico I think you need to add local humor"

		<p>“Include content that arouses the curiosity of the Mexican through Mexican humor”</p> <p>“Personally, it’s not always necessary to add ‘Mexican’ humor to all products if it is added forcibly”</p> <p>“For me the most important thing is information, but accompanied with humor it would fulfill the marketing objective”</p> <p>“An excellent example of capturing ‘healthy’ Mexican humor can be found in Disney's Coco movie”</p> <p>“I think that the idea of using local humor is very important so that people find it more attractive and interesting”</p>
<p><b>Collaboration with Local Artists</b></p>	<p>5</p>	<p>“I think it’d be a good idea to collaborate with local artist and informing the consumer about the product”</p> <p>“If they use controversial and criticized artists, they might endanger the consumption of the product”</p>

<b>Familiarity</b>	5	<p>“People will feel more identified with the product”</p> <p>“I believe that advertising that the targeted market can identify with would allow the product to reach more people”</p>
<b>Gastronomy</b>	4	“Integrating plant milk into traditional recipes”

Answers related to local humor and expressions got the most responses. The answers received about local humor correlates with the answers obtained from the previous question, where Oatly was suggested to include local humor by 78% of the respondents. One respondent wrote (translated by the thesis author):

*Include content that arouses the curiosity of the Mexican through Mexican humor.*

The results show that the respondents did not think that the current humor seen in Oatly’s advertisement would fit the Mexican audience, but it would have to be localized. It is said that humor does not travel, and therefore it is not surprising that Oatly’s humor was either not appreciated, preferred, or understood by many of the respondents. As humor is unique to each culture, brands should carefully contemplate how they want to sound to the recipient culture. (De Mooij 2010, 240-241.)

However, cultures that utilize humorous devices in advertising most frequently are countries with low power distance and low to medium uncertainty avoidance. Nevertheless, Mexico’s culture is the opposite from these qualities: high power distance and high uncertainty avoidance. (De Mooij 2010, 241.) Interestingly, ‘local humor’ was still the most preferred option by the majority of the respondents. This could be a sign of a changing trend, such as the impact of social media. On the other hand, the respondents might have been influenced by the previously seen Oatly advertisements and noticed how the humor could have been directed better at the Mexican consumers.

Many responses that mentioned humor also brought up local use of language. One respondent wrote (translated by the thesis author):

*If translated with Mexicanisms, they would be just as clever and engaging.*

Language in its entirety is both the product of a culture, and an influencer of a culture. Therefore, a brand should pay close attention to a local language and have campaigns advertised: the way it is most effectively used to inform or to amuse the local consumer. (De Mooij 2010, 59.)

The respondents also clarified their previously selected answers for collaborating with local artists or designers. One of the respondents wrote:

*Whenever we see foreigners collaborating with local artist [sic] we feel like the brand is genuinely caring for the connection and understanding of the Mexican audience, it also gives you a sense of pride and even if you don't know much or anything about the brand saying "this Mexican is collaborating there, he was selected for it..." Such things help and more people gets [sic] interested in the products.*

People of collectivist cultures look to establish a connection with a brand. This is due to the fact that in these cultures building trust and a relationship between the parties is essential. In fact, Mexican consumers are one of the most brand loyal consumers in the world, which should be carefully noted by Oatly. The quoted response seen above is an excellent example of the appreciation that the consumer feels when the brand genuinely cares and understands the locals. (De Mooij 2010, 79; Banco Santander, S.A 2020.)

Related to the values of collectivist cultures, the feel of familiarity was also mentioned many times. One respondent wrote (translated by the thesis author):

*It's easier to sell a product when people are familiar with it. The Mexican tends to carry along with advertising, if they feel that the advertisement is creative and/or comes from a person with whom they feel identified.*

In addition to wanting to establish connections to brands and being very loyal to them, the ability to identify with them and their products is also essential. Moreover, context is important in collectivistic cultures. Therefore, the use of celebrities, for instance, as brand representatives or influencers can help people in these cultures can help establish relationship orientation of self. (De Mooij 2010, 226.)

Incorporating Oatly's products in cooking was also mentioned by the respondents. One respondent wrote (translated by the thesis author):

*It would be perfect if it could be used both in regular and in traditional food, not only in the main dishes, but also in the complementary dishes.*

This topic is related to uncertainty avoidance. Advertisements, in particular the demonstration form, can exhibit the viewer how the product works (De Mooij 2010, 256). In Oatly's

case, this might involve incorporating the oat products in most common local dishes instead of using dairy.

## 5 Conclusion

### 5.1 Answers to Research Questions

The objective of the thesis research is to understand what local market intelligence is and how it could benefit Oatly's advertising campaigns in the Mexican consumer market. Furthermore, the thesis aims to determine the local insights and cultural traits relevant to Oatly's advertisements. The main research question and three sub-questions were formed in order to achieve the objective of the research. The research questions and the answers can be seen below in Table 5.

Table 5. Research questions and answers

Research Question	Answer
<p>Sub-question one: What cultural traits need to be understood when advertising Oatly's products in Mexico?</p>	<p>When it comes to advertising, many cultural traits must be considered. Cultural dimensions help define and compare cultural traits and differences. The dimensions vary by country.</p> <p>Hofstede's level of uncertainty avoidance and individualism versus collectivism were tested in the research survey, and the obtained results correlated with the description of Mexico's dimensions according to Hofstede's dimensions of national culture.</p> <p>Furthermore, the following dimensions were able to be associated with the survey results: uncertainty avoidance, individualism versus collectivism, level of power distance, and masculinity versus feminism. They were mostly able to explain the reasons behind the results, apart from couple of instances with uncertainty avoidance (product benefits and comparative advertising) and individualism-masculinity (comparative advertising).</p>

	<p>In addition, Hall's Iceberg model distinguishes visible and invisible parts of culture. The invisible part includes aspects such as values, customs, and attitudes. According to 90% of the survey respondents, invisible aspects of the Mexican culture should be used in advertising.</p>
<p>Sub-question two: Should Oatly's advertisements be localized for Mexican consumers?</p>	<p>Ninety percent of the respondents felt that Oatly should indeed localize advertisements for Mexican consumers. This could be achieved, for instance, by using local values and customs in advertising. In addition, 75% respondents also thought that local humor should be included in advertising directed to Mexican consumers.</p> <p>Moreover, seventy-nine percent of the respondents agreed that the advertisements should use local language, of which forty-nine percent thought that some words in English could be included as well.</p>
<p>Sub-question three: Which survey insights should Oatly consider when advertising to Mexican consumers?</p>	<p>Consumer insights and cultural insights, which were studied in the theoretical part of the thesis, were tested in the research survey and found useful for the Mexican consumer market.</p> <p>Consumer insights were collected throughout the survey to understand Mexican consumers' needs, wants and motivations as well as their responses to advertising.</p> <p>Cultural insights are country-dependent, yet they need to be implemented in advertising in a way that they resonate with the local consumers. For example, the Mexican respondents felt a strong need for the use</p>

	<p>of Mexican Spanish – the local idioms, expressions, and colloquialisms – to be adapted and expressed through advertising. Generally, the majority of the respondents agreed that Oatly’s advertisements directed to Mexican consumers should be done in Spanish, either fully or by including occasional words in English.</p>
<p>Main research question: How can local market intelligence help Oatly’s advertising targeted to consumers in Mexico?</p>	<p>Local Market Intelligence can help Oatly’s advertising targeted to consumers in Mexico with factors, such as:</p> <ul style="list-style-type: none"> <li>• Hofstede’s Six Dimensions of National Culture help distinguish cultural traits and differences between Mexico and Oatly’s country of origin. Furthermore, if the internal cultural aspects such as values and customs of Hall’s Iceberg Model are studied, Oatly is able to create more resonant advertising messages to Mexican consumers. Thus, the brand is able to connect with them in a more meaningful way.</li> <li>• Local market insights are helpful for advertisers and brands, such as Oatly. They help determine aspects, such as local consumer responses to advertisements.</li> <li>• Cultural insights help Oatly to design advertisements that are resonant and relevant to Mexican consumers. Cultural insights can include many country-dependent aspects, such as language insights.</li> </ul>

	<ul style="list-style-type: none"> <li>• Altogether, insights help create more customized and culture-specific advertisements for the local market, such as Mexico, and help avoid misunderstandings and wasting resources.</li> </ul> <p>Therefore, it is essential to utilize local market intelligence in Oatly's advertising targeted to consumers in Mexico.</p>
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## 5.2 Validity and Reliability

Validity refers to the extent that the initially set research questions are answered in the results phase. Moreover, reliability refers to the extent of consistent results that the process of collecting and analyzing data generated. (Saunders et al. 2009, 156-157.)

The primary objective of the study was to find answers the main research question and the sub-questions related to it. The objective was accomplished as the main research question as well as the three sub-questions were answered in sub-chapter 6.1, therefore resulting in a valid research.

The research study used primary and secondary data as a data collection method, which was all gathered by the author. The secondary data sources, such as books, articles, and online publications were chosen with care. The primary data was gathered via a research survey. The online survey was sent out to the author's networks gained from the University of Monterrey and Preparatoria Zoebisch - networks that were formed during the author's two student exchange programs. In addition, the survey was shared via Facebook Messenger, WhatsApp, and Instagram. The survey was presented in Spanish and English, as all respondents were Mexican, giving the respondents the freedom to choose the preferred language. Moreover, all survey respondents were anonymous. Thus, they filled the survey out of free will with no presented incentives, resulting in no influence from the author. Therefore, the reliability of the research can be confirmed.

Nevertheless, it must be taken into account that subjects explained and suggested by the respondents in the survey's few open-ended questions can differ as they were the respondents' subjective views. However, validation for qualitative findings of the study was provided with the obtained quantitative findings.

### 5.3 Suggestions for Further Research

Further research on local market intelligence is encouraged by the thesis author, as not numerous research studies or publications have been done about the topic. The concept is relatively new, therefore there is plenty to explore. The information regarding cultural factors of market research in Mexico could be further explored as well.

The objective of this study was to understand how local market intelligence could benefit Oatly's campaigns when advertising to Mexican consumers. Overall, more market research related to advertising, culture, and localization could be conducted in Mexico. Further research could focus on other cultures, countries, and languages as well.

Furthermore, further research concentrating on different demographic and socio-economic groups could be conducted in the future. This research had no limitations for age. In addition, the only regional prerequisite for the thesis for to be a Mexican, living and consuming products in Mexico. Therefore, different age groups could be researched in future research, as well as different regions within Mexico – for instance, researching the differences between urban areas of different population sizes. It would also be interesting to see research done on different demographic or socio-economic backgrounds, such as based on the level of education, career, social class, or lifestyle.

In addition to the previously mentioned aspects, further research could be done to find out how Mexican consumers react to different types of Oatly's advertisements. The thesis survey only used advertisements from public places. Other types of advertisements to test would be, for instance, Oatly's advertising on Instagram and other social medias, education material, or videos.

When more research is conducted on local market intelligence, more advertisers and brands will be informed of the relevance of local market intelligence, localization, and the cultural impact of advertising.

## 6 Summary

The objective of this study was to understand what local market intelligence is, and how it could benefit Oatly's advertising targeted to Mexican consumers. As 63% of marketers have reported to say they feel disappointed with the current local market intelligence, and 50% of them are saying the lack of localization efforts have had negative impacts on businesses, the goal of the study was to understand what local market intelligence is. The main research question and the three sub-questions were answered in this thesis.

The study consisted of theoretical and empirical parts. In the theoretical part, the secondary data collection method was used. The second chapter explored local market intelligence. LMI, which is derived from local market insights, aims to understand local markets, consumers, and competition by collecting and analyzing information. The third chapter studied advertising and culture. First, the chapter was commenced with the theory of advertising and then moved on to explore cultural differences through dimensions of culture. Then, the newly gained knowledge was applied to advertising throughout cultures. Finally, the third chapter explored the advertising of Oatly.

The fourth chapter formed the empirical part, which comprised data acquisition and data analysis. The primary data was collected through an online survey. Both qualitative and quantitative methods were used in the survey. Several advertisements were included in the survey, and the respondents were asked questions regarding the advertisements as well as topics related to cultural dimensions, local market insights, and localization. The survey results were analyzed, and the main research question as well as the three sub-questions were answered based on the results in chapter five. Furthermore, the research validity and liability were evaluated in the fifth chapter as well, and the author made suggestions for future research concerning local market intelligence. The sixth and final chapter summarized the thesis research.

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## Appendix 1. Thesis Survey in English

### Local Market Intelligence in Mexico Thesis Survey

This survey is part of my thesis process at LAB University of Applied Sciences.

I am conducting a study about the importance of local market intelligence when creating advertising campaigns for foreign markets. Local marketing insights, such as customers' language, culture, values, and beliefs, should be researched before creating marketing campaigns for foreign countries. These insights will help companies understand the target market more profoundly. They will also help the company to create a successful campaign that resonates with the local consumers.

This survey aims to understand how Mexican consumers view Oatly's advertisements. Oatly is a Swedish company that manufactures a range of oat products, such as oat milk, ice cream, cold coffee, yogurt substitutes, cooking cream, spread, and custard.

Information for the survey respondents:

- You are asked to review Oatly's advertisements and answer questions about the localization of Oatly's advertising.
- There are both multiple-choice questions and open-ended questions.
- The survey takes about 5 minutes, and it is completed anonymously.
- Your replies will be marked as survey respondents in the study as survey respondents.

Thank you for participating in the survey!

1. How would you describe this advertisement? Choose all that apply and/or add your own below.

- Fun
- Likable
- Creative
- Visually appealing
- Different
- I'm not sure if I understand it
- Not my taste
- Other

2. How would you describe this advertisement? Choose all that apply and/or add your own below. choice below.

- Fun
- Likable
- Creative
- Visually appealing
- Different
- I'm not sure if I understand it
- Not my taste
- Other

3 part 1. Do you agree with the following statement? "I like the sustainable and scientific reasoning in this advertisement." Check your choice.

- Yes
- No
- I'm not sure

3 part 2. Please explain why you agreed/didn't agree with the sustainable and scientific reasoning seen in the previous advertisement.

4. How would you describe this advertisement? Choose all that apply and/or add your own description below.

- Fun
- Playful
- Creative
- Unique
- Visually appealing
- Boring
- I'm not sure if I understand it
- Not my taste

- Other

5. How would you describe the advertisement? Choose all that apply, and/or add your own description below.

- Fun
- Inclusive
- Creative
- Visually appealing
- It has too many words
- I'm not sure if I understand it
- Not my taste
- Other

6. What thoughts does this advertisement awaken in you? Choose all that apply, and/or add your own description below.

- Fun
- Creative
- Visually appealing
- It's very vegan
- Provocative
- Offensive
- Boring
- Not my taste
- I'm not sure if I understand it
- Other

7 part 1. Do you wish that the health effects of oat milk and products were explained in the advertisements? Check your choice below.

- Yes
- No

- I'm not sure

7 part 2. Please clarify why you checked YES/NO in the previous question. ("Do you wish that the health effects of oat milk and products were explained in the advertisements"?)

8. Should Oatly's advertisements be translated to Spanish? Check your choice, or add your opinion below.

- Yes, 100% of the content
- Yes, but they can include some English words
- I'm not sure
- No
- Other

9. Do you think Oatly's advertisements should be customized for Mexican consumers? (For example, with humor, values, and customs)? Check your choice below.

- Yes
- Maybe
- No

10 part 1. What should Oatly include in their advertising in Mexico? Choose all that apply, and/or add your own suggestion below.

- Local humor
- Traditions and customs (family, Mexican celebrations, etc.)
- How to use Oatly's products when preparing Mexican food
- Advertisements designed together with locals (artists, advertisers, influencers, etc.)
- Information about how oat products are made (for example, the manufacturing process)
- Other

10 part 2. Would you like to explain more details about your answer/s in the previous question? Write your answer below.

## Appendix 2. Thesis Survey in Spanish

### Encuesta de tesis

La relevancia de investigación del mercado local para la publicidad de Oatly en el mercado de consumo mexicano.

Esta encuesta es parte de mi proceso de tesis en LAB Universidad de Ciencias Aplicadas.

Estoy realizando un estudio sobre la importancia de investigar culturas locales al crear campañas publicitarias para mercados extranjeros. Los insights de marketing locales, así como el idioma, la cultura, los valores y las creencias de los consumidores, deben ser investigados antes de crear campañas de marketing para países extranjeros. Esto ayudará a la empresa a comprender el mercado objetivo en un nivel más profundo. También permite a la empresa a crear una campaña exitosa que se adapte al público local.

El objetivo de esta encuesta es comprender cómo los consumidores mexicanos reaccionan a los anuncios de Oatly. Oatly es una empresa de Suecia que fabrica productos de avena, como leche de avena, helado, café frío, yogur, crema para cocinar, crema para untar y natillas.

### Información para los encuestados:

- Se solicita revisar algunos anuncios de Oatly, y responder preguntas sobre la localización de su publicidad.
- Hay preguntas de opción múltiple y preguntas abiertas.
- La duración es aproximadamente de unos 5 minutos y se tomará de forma anónima.
- La información recabada será utilizada 'encuestados' dentro de la tesis.

¡Ojo! El contenido de los anuncios de Oatly ha sido traducido por mí, no por Oatly, y por eso puede que el mensaje original tenga una adaptación.

¡Gracias por participar en la encuesta!

1. ¿Cómo describirías este anuncio? Por favor, elija todas las que correspondan y/o agregue tu opinión

- Divertido
- Simpático
- Creativo
- Atractivo

- Diferente
- Aburrido
- No es de mi gusto
- No estoy seguro si lo entiendo
- Otro

2. ¿Cómo describirías este anuncio? Por favor, elija todas las que correspondan y/o agregue tu opinión.

- Divertido
- Simpático
- Creativo
- Atractivo
- Diferente
- Aburrido
- No es de mi gusto
- No estoy seguro si lo entiendo
- Otro

3 parte 1. ¿Estás de acuerdo con la siguiente afirmación? "Me gusta el razonamiento científico y sostenible de este anuncio." Por favor, marque su elección.

- Sí
- No
- No estoy seguro

3 parte 2: Por favor, explica por qué estabas / no estabas de acuerdo con el razonamiento científico y sostenible visto en el anuncio pasado.

4. ¿Cómo describirías este anuncio? Por favor, elija todas las que correspondan y/o agregue tu opinión.

- Divertido
- Juguetón

- Creativo
- Único
- Atractivo
- Aburrido
- No es de mi gusto
- No estoy seguro si lo entiendo
- Otro

5. ¿Cómo describirías este anuncio? Por favor, elija todas las que correspondan y/o agregue tu opinión.

- Divertido
- Inclusivo
- Creativo
- Atractivo
- Aburrido
- Tiene demasiadas palabras
- Aburrido
- No es de mi gusto
- No estoy seguro si lo entiendo
- Otro

6. ¿Qué tipo de pensamientos despierta en ti este anuncio? Por favor, elija todas las que correspondan, y/o agregue tu opinión.

- Divertido
- Creativo
- Atractivo
- Es muy vegano
- Provocativo
- Ofensivo

- Aburrido
- Aburrido
- No es de mi gusto
- No estoy seguro si lo entiendo

7 parte 1. ¿Te gustaría que Oatly te explicara en sus anuncios sobre los efectos de la salud de sus productos? Por favor, marque tu elección.

- Sí
- No
- No estoy seguro

7 parte 2: Por favor, clarifica por qué elegiste a SÍ/NO en la pregunta pasada. (¿Te gustaría que Oatly te explicara en sus anuncios sobre los efectos de la salud de sus productos?)

8. ¿Piensas que los anuncios de Oatly deberían ser traducidos al español? Por favor, marque tu elección, o agregue tu opinión.

- Sí, 100% del contenido
- Sí, pero pueden incluir algunas palabras en inglés
- No estoy seguro
- No
- Otro

9. ¿Piensas que los anuncios de Oatly deberían ser adaptados para los consumidores mexicanos? (Por ejemplo, con el humor, valores y costumbres)? Por favor, marque su elección.

- Sí
- No
- No estoy seguro

10 parte 1. ¿Qué debería incluir Oatly en su publicidad en México? Por favor, elija todas las que correspondan, y/o agregue tu opinión.

- Humor local
- Tradiciones y hábitos (familia, fiestas mexicanas, etc.)

- Cómo utilizar los productos de Oatly para cocinar comida mexicana
- Anuncios diseñados juntos con gente local (artistas, anunciantes, influencers, etc.)
- Información sobre la leche de avena (por ejemplo, la fabricación)
- Otro

10 parte 2. ¿Te gustaría explicar más detalles sobre tu/s respuesta/s en la pregunta anterior? Por favor, escriba tu respuesta a continuación.