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What are the different approaches that global companies have towards local marketing in the Nordic region and their driving forces? Case study of Reebok and Beiersdorf.

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<p>This thesis looks at local marketing in the Nordic countries and whether or not global companies treat the Nordics as one or have at least some localised aspects. A literature was conducted to cover basic marketing theory and consumer behaviour to help understand concepts. Global versus local marketing has been a well discussed topic for decades and there are theories and arguments for both sides. Many companies therefore find an adaptation somewhere in the middle and localise some aspects, while keeping other parts of the marketing mix global.</p> <p>An exploratory, qualitative research was carried out with interviews from experts from their fields to answer questions. The data collection method was in the form of a standardized interview, one on the phone and another one via email. The companies used in this research paper were Reebok and Beiersdorf and the responsible interviewees were a brand director of the Nordics for Reebok and a Consumer and Shopper marketing responsible in Finland for Beiersdorf.</p> <p>The research question is: What are the different approaches that global companies have towards local marketing in the Nordic region and their driving forces? The main findings show that companies' main marketing campaigns are designed by a global team and adaptations towards smaller regions, such as the Nordics, can be made by local teams. The main drivers towards localisation are influencer marketing and being there, where the consumers are.</p>	
Keywords	Nordic countries, marketing, localisation

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1 Introduction

This research paper consists of two case studies and research done on cross cultural marketing within the Nordic area. The goal is to find out how global brands use localisation in their marketing strategies in the Nordic region. Many multinational companies target their products or services to a wider range of customers and markets in the same way due to globalisation and easier market entry. However, with this research paper, it is intended to find out if globalised consumer companies practise localisation in the Nordic countries, how do they do this and what are the reasons behind it.

Cross cultural marketing refers to marketing to countries which are different from the origin country of the product or service. The Nordic region is very often thought of as just a single market, and Nordic marketing seems common. Even though these countries might be culturally very similar and there aren't big differences for people coming from outside of this region, it is important for marketers to note the differences for example in consumer behaviour. Differences in the way the Nordic countries market to one another already show that they are not a single region, therefore showing that there might be a gap for more local marketing activities within the region.

Marketing is very general term and can mean different things to different companies. Hence, an overview of marketing, marketing activities such as segmentation will be conducted to gain understanding of companies' behaviour. In order to understand what makes the consumers buy, the consumer buying behaviour in general as well as in the Nordics needs to be researched and understood. Some companies might decide to localise more aspects of their overall marketing strategies, while others not. The research question intended to answer therefore is the following; *What are the different approaches that global companies have towards local marketing in the Nordic region and their driving forces?*

2 Literature review

In order to understand why companies might want to practise local marketing, a better overall understanding of basic marketing theory is needed, as well as consumer behaviour theory. This helps to see the difference between local and global marketing which brings up the topic of the thesis, where global brands operating in the Nordic region will be looked at to see why they use their selected strategy. To begin with, basic marketing theory is looked at, followed by segmentation, consumer behaviour, local and global marketing as well as theories linked to Nordic marketing.

2.1 Defining marketing

Marketing itself is a very broad term and can be understood in various ways. The main idea of marketing however, is to address the customers' needs, wants and desires in order to create satisfaction and raise awareness. One definition by O'Shaughnessy defines marketing as the following. *"Marketing covers those activities that relate the organization to those parts of the outside world that use, buy, sell, or influence the outputs it produces or the benefits and services it offers."* (O'Shaughnessy, 1984). Gary Armstrong and Philip Kotler have defined marketing as *the delivery of customer satisfaction at a profit.* (Kotler & Armstrong, 2000, p. 4). As customer satisfaction is one of the main goals of marketers, they need to try and understand what creates the satisfaction and what are the needs, wants and desires of the customers that need fulfillment. It could also be said that marketers' job is to find new wants for the consumers and creating products/services which the customer doesn't know he/she wants until it is offered to them, called latent or hidden wants.

Customer satisfaction depends on how the performance of the product matches with the expectations of the customer. If the expectations are not met, he/she will not be satisfied, and the other way around. Satisfied customers will most likely buy from the same brand or company again, and retaining the customers is therefore crucial. A set of factors, known as the marketing mix, which a company has certain control over, can affect the buying process. The 4P's of the marketing mix are product, price, promotion and placement. The product can be tangible or intangible and follows the product life

cycle (Martin, 2014). Price will have a big effect on the sales of the product and price alterations can be made with special offers and campaigns which fall under promotion. Promotion is any advertisement done for the product and it is the communication aspect of the marketing function (Martin, 2014). Finally, the placement of the product is the distribution function and how the end customer will reach the product.

In order to be able to market successfully, marketers and companies should be able to identify their customer target groups and find out what they want. Companies need to know who will buy their products or services. If an organization has determined who is most likely to buy the product or service, it can then focus its attention on them (Groucutt, 2005). When using segmentation, it is easier to have more specific marketing plans and/or products which try to reach a specified customer group.

2.2 Segmentation and targeting

Segmentation can be defined as the ability to divide markets into groups, or clusters of customers based upon realistic and meaningful criteria so as to offer clear, targeted benefits to every customer (Wright, 2004). It is one part of marketing which helps marketers target their products better to a more specific audience. The main idea is to divide consumers into groups based on similar wants or needs, which allows for more focus and makes the marketing mix more effective. Depending on the company and their goals, mass marketing, segment marketing or niche marketing can be applied. Mass marketing refers to exactly what the name suggests, marketing for a large group of individuals and not taking into consideration any demographics for example, a one size fits all. This strategy may work for some brands, but most companies will opt for either segment or niche marketing, where there can be more focus on the products and the consumers.

2.2.1 Segment marketing; demographical, income & geographical segmentation

Segment marketing, as mentioned refers to creating different segments of groups and marketers see the differences in consumer groups and are willing to cater to more

specific needs. These groups can be based on multiple different categories.

Demographical groups may consist of age groups, say children or young adults where it is assumed that children will have similar wants with each other rather than with someone in their 20s. The differences in marketing for millennials and baby boomers might be in the advertisement itself with different music or actors, or the specific product can be targeted for women over 50 for example. Luxury goods may use income segmentation to differentiate their potential clients and target to those who can afford a more exquisite items, such as jewellery or a high-end car.

Geographical segmentation is dividing groups based on their geographical location.

This can be either very large areas, such as the European Union (EU), or Asia as a whole, but it can also be used for smaller areas such as individual countries or an area of countries which are closely linked together culturally, such as the Nordic region. Geographic segmentation can also be used for cities or even neighbourhoods. Forming groups based on behaviour refers to the customers buying behaviour, and this requires a little more understanding of consumer behaviour and the influences behind it.

2.2.2 Niche marketing

Niche marketing is a step further from segmentation and really concentrates on specialized markets or segments, the subgroups of the segments. The aim for this type of segmentation is to achieve a very strong market position within the niche or niches that the company might have. Micromarketing is on the other end of the extreme types of marketing, referring to marketing to individuals and specific locations. This can be also called one-on-one marketing, but like mass marketing, it is not the common type.

2.2.3 Segmentation vs targeting

Segmentation is finding the parts of the market which are most attractive, whether it is the gender group or regional segments and targeting is choosing from these segments, which ones to target and which might be the most successful for the company. Market targeting can be defined as *‘the process of evaluating each market segments attractiveness and selecting one or more segments to enter’* (Kotler & Armstrong,

2000, p. 180). After selecting the target segments, the consumers in that segment can be studied to try and see what makes them buy the product and which marketing mix is most effective for this group. Once this group has been identified, the consumer behaviour of these consumers should be studied in more detail. This allows for trends to be discovered, which in return might create opportunities for better marketing practises.

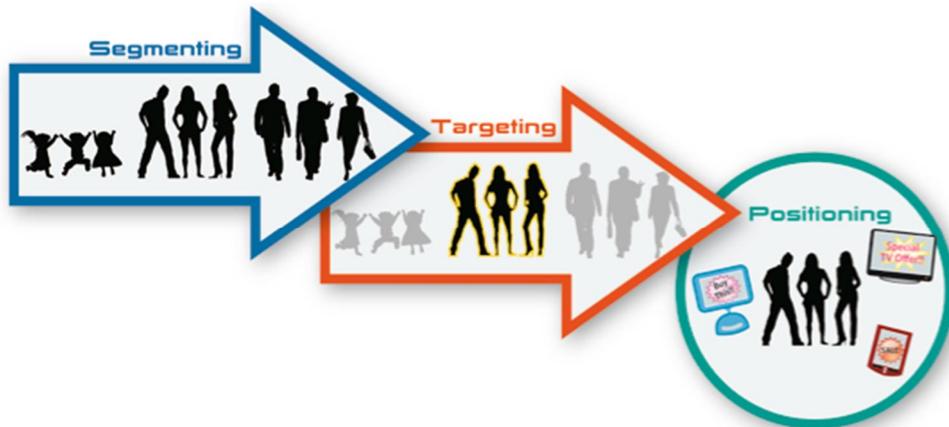


Figure 1. Segmentation, targeting and positioning (Prashirsh, 2017).

2.3 Consumer behaviour

Consumer behaviour is the buying behaviour of final consumers- individuals and households who buy goods and services for personal consumption (Kotler & Armstrong, 2000, p. 140). This differs individually as well as nationally according to segments. In a market place, there are many different people whose buying behaviour can be categorized demographically or according to psychographic traits. This means marketers are interested in the interests of these individuals and want to know how they spend their leisure time for example, to get an idea of buying behaviour. There are multiple factors which affect a consumer buying behaviour, the marketing mix and the PESTEL factors apply to all consumers, whereas big influences which are more individualistic are culture, social factors, psychological factors and personal factors.

The marketing mix, or the 4 P's (price, product, promotion and placement) all affect consumers behaviour. These factors help with the decision-making process whether to buy or not to buy the product, from who to buy it from, which brand to use and when

to buy it. The general marketing mix gives certain stimuli for all consumers, but there are various factors which can be linked to individuals and their buying behaviour. PESTEL factors refer to the macro environment and will be discussed to in more detail later on.

2.3.1 Social factors affecting consumer behaviour

Some of the biggest factors affecting consumer buying are social factors such as friends and family, psychological factors, personal factors and culture. Social factors have big influence on buying, as what you have learned from your family for example will influence your ideas and what purchases your friends have made will also influence you. Anyone who has some sort of influence over you, is known as an opinion leader. It can be a recommendation for a certain brand or seeing something that you like on someone else and asking where it´s from etc. Opinion leaders are everywhere, and we are constantly given new sources of information and influence from different sources. Influencer marketing is also a growing trend as more and more people are classified as ´influencers´, if they have a large following on Instagram for example. An opinion leader doesn´t need to be an ´influencer´ however, but a next-door neighbour, a professor or a parent.

2.3.2 Psychological & personal factors

Psychological factors affecting buying are motivation, perception, beliefs and attitudes. The reason behind buying a book can be the motivation to learn something new, or you might have a motivation to get a job which requires you to purchase certain goods. It can also be the belief that reading will make you a better person or an attitude towards the certain book that makes you want to buy it. Personal factors such as age, gender, occupation and income are also important influences. Depending on your field of study, you might be interested in different things than your peers, if they are studying art and you are studying medicine for example.

2.3.3 Cultural factors

Lastly, one of the most important factors is culture. Culture consists of a set of values, rules and perceptions which certain groups of people share and have in common. It is also the behaviour learned by a member of society from family and other important institutions (Kotler & Armstrong, 2000, p. 142). National culture is the obvious one, which can be within a country's borders or within certain countries. Of course, there is also work culture for example in working environments and culture can be analyzed in various different ways. However, national culture is the one that we want to deal with and look at in more details in relation to consumer behaviour. Cross national marketing looks at individuals in one country and compares them to another and these differences are what are known as national culture differences (Burton, 2009).

Geert Hofstede is one of the most well-known researchers of culture and he conducted a research on the values at the work place being impacted by culture. The study included over 70 countries and was done between 1967 and 1973 (HofstedeInsights, 2019). From this research he developed his dimensions of national culture, a model with six different elements of culture; individualism vs collectivism, masculinity vs femininity, long term vs short term orientation, power distance, uncertainty avoidance and indulgence (HofstedeInsights, 2019). These factors tell us about how different countries react to power and authority for example, if the people work more towards goals for themselves or for the society, is work done according to long term or short-term plans and do people know how to enjoy their free time and indulge or is work more important. The newest edition of his book *´Cultures and Organizations; Software of the mind´* (Hofstede, et al., 2010) was published in 2010 and the 6th addition, the element of indulgence was added to the model.

Hofstede's dimensions are quite criticized, mostly due to the research being outdated, however Hofstede Insights are continually supporting the theory and work of professor Hofstede and they are building onto his work to help keep it relevant and also help

companies by using his models (HofstedeInsights, 2019)¹. Below, in figure 2, the comparison of the elements between the Nordic countries can be seen.

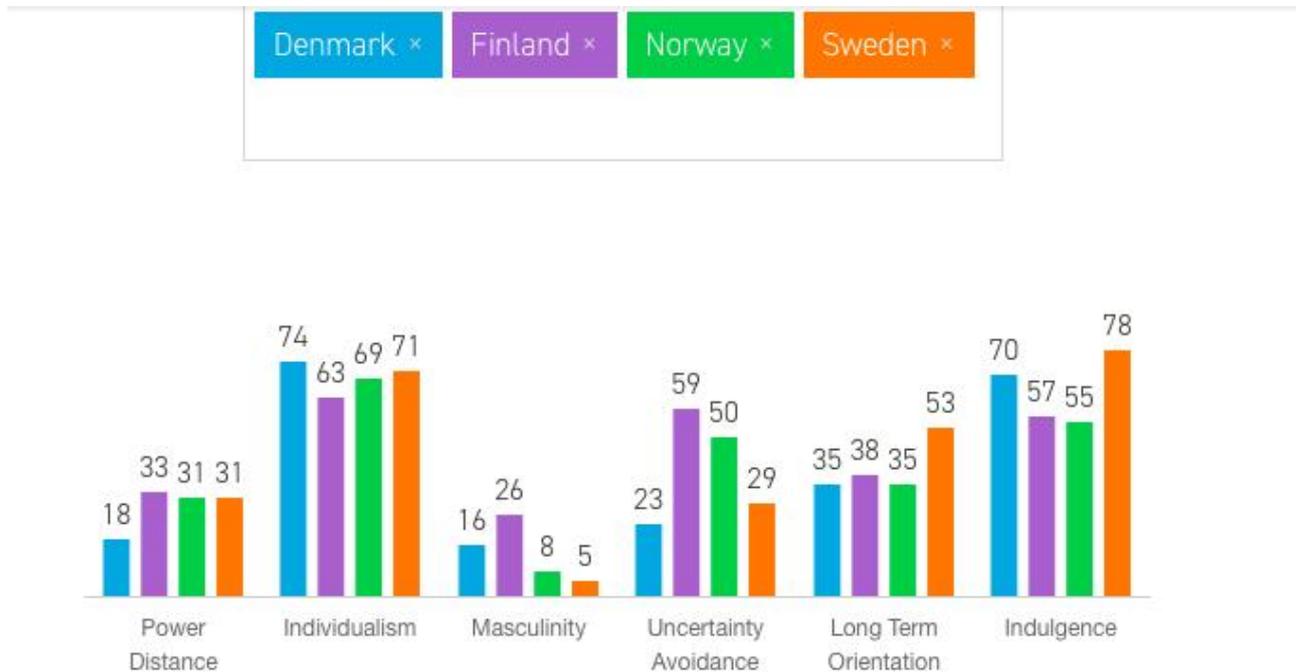


Figure 2. Hofstede's cultural dimensions comparing the Nordic countries (HofstedeInsights, 2019).

2.3.4 Making the buying decision; needs vs meaning

The multiple factors which affect buying behaviour, also affect the meaning of the product for consumers. Very often products are not bought for what they do, but what they mean for the consumer (Solomon, et al., 2006). This is mainly to do with the psychological and personal factors which were mentioned before. The underlying meaning of products and what the product means to us or makes us feel, is eventually what makes us buy. There are four general types of relationships that consumers may have with products. These are self-concept attachment, nostalgic attachment, interdependence and love (Solomon, et al., 2006). The self-concept attachment refers to the consumer's identity and how buying certain products will make them feel more

¹ Original work done by Geert Hofstede can be found in his book *Cultures and Organizations: Software of the Mind* (1991), which has been regarded as outdated. Information in this research paper is generated from Hofstede Insights website, which is being updated regularly.

connected and help establish their own identity. Nostalgic attachment can be something you feel nostalgia for, an item which was important to you in the past, therefore creating a want for it in the present. Interdependence with products means you are using them on a daily basis, whereas love towards a product might simply be when you feel warmth and happiness towards something. This might be an item of clothing for example, which you do not need, it might not be practical, and you might not even use it more than once, but it creates a strong emotion within you which makes you buy the product. The idea of the meaning of consumption can be very irrational. A more rational way of buyers to make decision is based on the buyer decision process, which can be seen in figure 3. This clearly shows how consumers are aware of their needs, do the research before making the decision and care about the post purchase services. With the buyer decision process, customers can skip some stages or reverse some, depending on the product. All 5 steps are usually taken when consumer faces a highly involving purchase (Kotler, et al., 2009, p. 247).

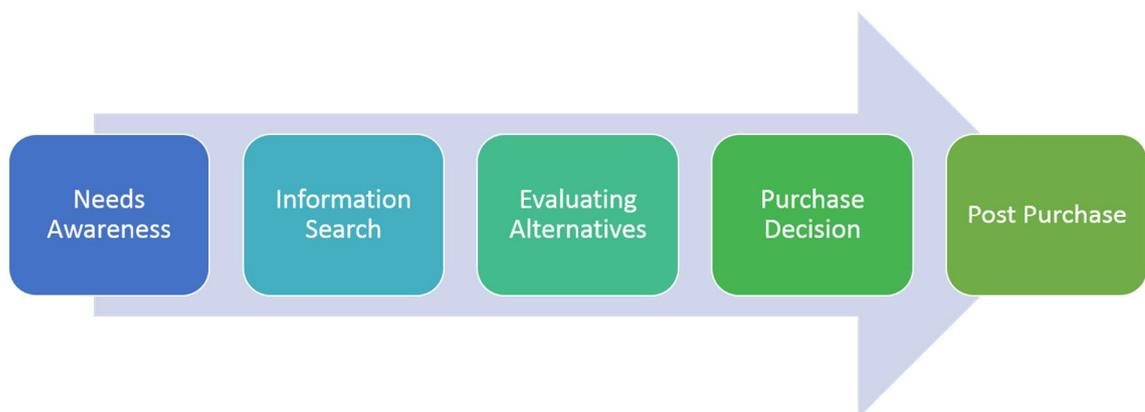


Figure 3. Buyer decision process

As there are so many factors which affect consumers buying behaviour, it is of course nearly an impossible task to find these out and to cater to them. Some consumers are more rational than others, using the model, whereas others use pure emotion, meaning it is impossible for marketers to know what it might be. Companies have very different strategies when it comes to this, and as talked about earlier in the segmentation, different companies might find themselves targeting different segments, some practise more local marketing and others stick to a global approach. A localised marketing strategy differs from a global one in terms of the market environment, different channels used as well as in terms of costs, personnel and supply. New research indicates that when companies deploy marketing resources locally, they may

raise growth and efficiency more than they would with centralized functions (Fay, et al., 2012).

2.4 Local versus global marketing

Going local or going global is a question which many companies ask themselves and the answer will depend on the type of business they're in and if the company sees more benefits in local marketing rather than global. Local marketing is defined as a strategy "where the marketing activities of an organization include activities, interests or operations in more than one country and where there is some kind of influence or control of marketing activities from outside the country in which the goods or services will actually be sold" (Doole & Lowe, 2008 quoted by Adams, 2016). Global marketing on the other hand is defined as "the systematic planning, coordination and implementation of the firm's marketing activities across national borders" (Farrel, 2015).

Generally, there are pros and cons for both. The major topic is costs. Marketing costs are relatively higher, when a global company goes local in a foreign market. A different marketing plan is needed for the products, the company might need to hire local employees for their know-how, which may bring the costs up and it is slower entering the market with a localised strategy. When localising marketing activities in a new country, the company must firstly do their market research on the target market. Afterwards, translations of all web pages, newsletters, emails need to be made (Lo Bue, 2018). The more complex the language, the higher the costs are. All of the Nordic languages are different and not the easiest to understand or learn, so getting correct translations will be challenging, yet important. Quality assurance is also needed, to make sure that everything can be approved of, which increases costs (Lo Bue, 2018). Hiring local personnel, who are aware of the local traditions and consumer preferences might be helpful and knowing local laws is also crucial. The analysis of the market environment is therefore necessary.

2.4.1 Global market environment

When companies decide to go international or global, there are a set of factors which they need to consider and research beforehand. Political, economic, social, technological, environmental and legal factors, also known as the PESTEL factors are the main concerns which companies need to be aware of and look into. Some of these aspects might be the same or similar in the countries the company is, or wants to operate in, making the shift easier. Consumers and competitors are also important factors which might affect the decision to enter a new market and knowing your competitors and the customer base is important. Other concerns when going international are health and safety, infrastructure and currency for example. Different currencies within countries create transaction costs which affect trade (Onkvisit & J. Shaw, 2009).

2.4.2 Standardizing in different marketing channels

To have a standardized product, refers to the product being the same everywhere it is sold. When it comes to the marketing of this product however, there can be multiple different channels which are used differently depending on the segment and the target market. Companies are able to choose which parts of the marketing mix they want to localise while keeping other elements the same.

Online and offline marketing for a global brand can be very differentiated. Examples of online marketing include search engine marketing, social media marketing, affiliate marketing, email marketing and webpages, technically any advertisement on the internet. Search Engine Marketing (SEM) allows you to get more visitors to your webpages via ads on the search engine, e.g. google (Perry, 2017). Social media marketing includes sites such as Instagram and Facebook and through these channels also affiliate marketing can be used, which is when someone with a higher reach of people promotes a product or company via their social pages and earns a small profit for it, i.e. influencer marketing (Perry, 2017). Offline marketing on the other hand includes the traditional marketing channels such as television, radio and print. Television advertisements can be standardized when the ad doesn't involve sensitive cultural topics for example and when there's no translations needed. Large banners can also be standardized when the image is the main focus, not the text which in

different countries for example can be misleading. In a segment, where there is low impact on culture, standardizing of marketing and advertising is easier on traditional media and companies might only want to localise when using their online marketing. Clothing and music segments for example are not as culturally sensitive, so the same advertisements for shoes can be seen in different countries. With more culturally sensitive segments however, such as food products, it will be difficult to standardize advertisements across a larger region. The decision of which marketing activities to localise and which ones to keep global therefore depends largely on the product and the target market or markets.

Despite the costs, having local knowledge and understanding of how to fit into a value ecosystem is essential to stay relevant (Casey, 2018). In order to be close to the consumer, some part of the marketing mix should be tailored to fit their culture and needs since, as we know, addressing and satisfying the customers' needs is the main goal of marketing. A balanced mix of localised promotion for example with standardized products and prices might be the way to go for an apparel company, whereas a localised product might work better in the food industry.

2.5 Nordic marketing

The Nordic countries, i.e. Finland, Sweden, Norway and Denmark² are often seen as having very similar national culture. They have similar climate, population, food, education system and so on. All of these countries are considered to be some of the happiest countries in the world and they also hold strong passports, meaning they have access to multiple countries without requiring a visa. That should be enough similarities for a common marketing strategy, right? Targeting the Nordic market as a single market seems quite common, mostly due to the common factors they have. Marko Ursić wrote in his article *´Nordic Advertising in All Its Curiosity´* about how the countries are using quite different advertising strategies compared with other European countries for example, and how the Nordics generally are more open and make better

² In this research paper, Iceland is not included as a part of the Nordic countries and will not be addressed.

use of taboo topics such as sex and alcohol. This is also a common factor which outside global companies might see.

The Nordic countries only consist of around 26 million people. This is a very current issue of course, and probably one of the reasons why marketers target the Nordics as one, is because of their small size in population. It is very costly running a campaign which is totally localised, especially if there are only 5,2 million people in that country, such as in Norway. For Sweden with a higher population of 10 million it might be easier to use them as the main target and do slight adjustments for the other countries.

Demographics such as age is considered to be a stronger segment than culture and for companies who are using this as their target, could over time use the same marketing strategy. The macro environment of the Nordic countries can be analysed with the help of the PESTEL analysis.

2.5.1 PESTEL analysis

As mentioned previously, PESTEL factors consist of the political, economic, social, technological, environmental and legal factors which companies should consider when entering the country or when starting to think about a localised marketing strategy for that country. The analysis was first introduced in 1967 by Francis Aguilar, a Harvard lecturer, in his book *Scanning the Business Environment* (Aguilar, 1967) where he introduced economical, technological, political and social factors. Environmental and legal factors were later added by other authors (Frue, 2017).

The results of the PESTEL analysis are important, as the interactions of the different factors can lead to new opportunities and threats (Kotler, et al., 2009, p. 154). This analysis will be conducted for the Nordic countries to find out what kind of factors are involved for global companies and if these factors are all the same in all countries in question. This analysis is important in marketing and this research, as it shows the similarities based on which companies might target the Nordics as a single market.

Governments and political environment can have influences on business on multiple levels. Different rulings how parliament is set should be looked at to see if it is stable

and functional. Nordic countries are more stable than most of the other countries and corruption rate and other influencers to political policy-making is very low. However, there is a degree of political risk within all nations (Groucutt, 2005). How the government intervenes in the economy is also a political factor to consider.

Environmental factors relate to pollution, climate change and the effect of greenhouse gases and fossil fuels. What actions are done towards these current issues and how does that affect possible business? The use of renewable resources is also visible especially in the Northern countries. Corporate environmentalism refers to corporations integrating solving environmental issues into their practices and plans (Kotler, et al., 2009).

Social factors include demographic trends, such as the population, which is important because people make up markets (Kotler, et al., 2009). This includes the population age mix, whether or not the country has an older or a younger population. Countries also vary in ethnic and racial make-up. Is the population of the country made up of that nation's nationalities, or is it more interracial? How does migration and geographical shifts affect the population? Household patterns are also a part of demographical factors and the tendency for an increasing number of people to live alone is very pronounced in the northern member states (Kotler, et al., 2009, p. 161). Level of education is also important and can relate to some other factors such as the advancement of technology.

New technology can be seen as a force for creative destruction. New business and technologies are destroying old businesses and marketers should pay attention to the pace of change (Kotler, et al., 2009). There are unlimited opportunities for innovation, for example Artificial Intelligence which are driving countries forward, also in the Nordic region.

For the economic factors, attention should be paid to trends affecting purchasing power (Kotler, et al., 2009, p. 163). Factors such as income distribution, GDP and tax systems in different countries affect the purchasing power and therefore also the business environment. The gap between poor and the rich is important to consider when dealing with price sensitive goods and even though a country's GDP may be high, the purchasing power can be altered by the other factors.

Legal factors to consider are common laws, legislation affecting business, advertising laws and consumer protection laws. Some countries have bans on certain advertising due to for example wanting to protect children.

2.5.2 The Nordic Consumer Culture Theory

There is no one single theory which combines the Nordic consumer culture, however, Consumer Culture Theory (CTT) can be used as a base to understanding consumer behaviour and be used for the Nordics as well. CTT is an interdisciplinary field of research oriented around developing a better understanding of why consumers do what they do and why consumer culture takes the forms that it does (Weijo, n.d.). CTT uses theories from different fields of studies, such as marketing, sociology, history and anthropology. It is not a unified theory but refers to multiple theoretical perspectives which address the dynamic relationships between consumer actions, the marketplace, and cultural meanings (Arnould & Thompson, 2005). The main 4 areas, which CTT research revolves around are (1) consumer identity projects, (2) marketplace cultures, (3) the sociohistorical patterning of consumption, and (4) mass-mediated marketplace ideologies and consumers' interpretive strategies (Arnould & Thompson, 2005). Researches of this field have made contributions on a wide level of studies concentrating on one or more of the four aspects mentioned. Examples of CTT publications can be found in *Journal of Marketing* and *Journal of Consumer research* for example.

Within the CTT research, there are also publications made about Nordic Consumer Culture Theory (NCCT). A research about NCCT is also ongoing at the Stockholm Business School. The research involved multiple Universities in the Nordic countries and they have 4 main focus points, which are closely related to the 4 focus points of the CTT. (1) The Nordic consumer, (2) The state and the market, (3) Commercial contexts that arise from point 1 & 2, and (4) Wider socio-cultural aspects of the Nordic context, with specific focus on the differences between the different countries (Östberg, 2016). As this research is not yet published for the public, we cannot take it as a relevant theory. One study on the Nordic consumer culture was done by Ostergaard, Weijo, Östberg and other authors (Østergaard, et al., 2014) and Henri Weijo has also contributed to his own research and towards cctweb.org, where

information about CTT can be found, as well as publications. Relevant information about the Nordic market, which was found through the NCCT was that the Nordics are glocal consumers³ and that the Nordic consumer culture stands in contrast to and yet is compatible with both European and North American format (Østergaard , et al., 2014).

2.5.3 Factors determining the decision to market locally

Making the decision whether or not to use localised marketing strategies depends upon the factors which have been discussed in this literature review. The segmentation and target markets of the company, the consumer behaviour within the selected target, cost analysis and the PESTEL factors which create the macro environment for marketing. One aspect which can be looked at, are the different localisation theories.

Localisation is the process of selecting the place for specific socio-economic activities (Damborský & Jetmar, 2008). There are several localisation theories, from which a few can be selected to be relevant to this research. One is a theory by A. Lösch, a German economist, who identified sales market as being the key localisation factor (Damborský & Jetmar, 2008). This means that location is important in terms of where raw materials are located as well as suppliers. Since the 19th century, transportation costs are lower due to modern technology, but the same idea can be applied. The sales market is still a key localisation factor, not only due to raw materials being closer, but due to the market size and the revenue attained from a certain location. A key city model can also be used for companies to decide which cities to enter. This relates closely to central places theory, which deals with the size, number and location of cities. Central places theory characterizes the services which are provided, given that consumers will go to the nearest higher-ranking city, which provides needed services (Damborský & Jetmar, 2008). The localisation theory tells the importance of localisation and can help choosing target markets. However, it doesn't yet provide answers to the decision-making process. A cost/benefit analysis or a SWOT analysis

³ Glocalization refers to actual ability to think global while acting local.

might be relevant in weighing received benefits of local marketing while keeping a global outlook.

SWOT analysis (strengths, weaknesses, opportunities & threats) analyses two areas, the organization and the environment in which it operates (Groucutt, 2005). The organization deals with the strengths and weaknesses, whereas the opportunities and threats are the ones facing the industry or the macro environment (PESTEL factors). Companies may use the SWOT to see where their strengths lie and which opportunities a new market environment may bring them along with the threats. Another model close to the SWOT analysis is a cost/benefit analysis.

The basic notion of the cost benefit theory is simple. *Do 'A' if the benefits exceed those of the next best alternative course of action and not otherwise.* (Layard & Gleister, 1994). Costs and benefits that companies should take into consideration include direct and indirect costs/benefits, opportunity costs, the costs of risk as well as intangible benefits such as increase in customer goodwill (Kenton, 2019). Opportunity cost is the cost which you will have from choosing the other alternative i.e. opportunity costs is the second-best alternative.

The differences between local and global marketing were defined earlier. When entering new countries, companies need to consider how to develop their image or how to market new products in a profitable way (Adams, 2016). There is no single theory which can be outlined or said to be the method in which companies made decisions on their localisation strategies. A combination of the above-mentioned theories can be used and multiple factors such as technological advancements can have effect on the effectiveness of these theories. The adaptation of technology is making consumer needs similar around the world and allows for more brand power (Kotler & Armstrong, 2013, p. 495). Most companies therefore try to find the balance between the two extremes, initiating local strategies within the marketing mix.

3 Research methods

3.1 Types of research

Research is a systematic investigation to find answers to a problem (Burns, 2000). Business Research refers to the academic study of topics related to questions relevant to business (Bell, et al., 2018). Research is done to find answers to questions which might arise or gaps in knowledge and do reduce uncertainty. There are different types of research, depending on what the desired outcome or answer is. Exploratory, descriptive and causal research relate to whether the research conducted has more to do with people and discovering new things, statistics and numbers or cause and effect relationships. Qualitative and quantitative data are linked to the types of research and data obtained can be either primary or secondary.

3.1.1 Exploratory, descriptive & causal

Exploratory research in scope tries to resolve unclear problems. It is the initial research conducted to clarify and define the nature of a problem (Zikmund, 2003, p. 54). Exploratory research in nature has to do with exploring the issues around the problem, asking open-ended questions which themselves do not product conclusive evidence, but aid at the process and subsequent research will help get the conclusive evidence (Zikmund, 2003, p. 55). This type of research is also used when the researcher does not have a deep knowledge of the problem and after the initial study/research, a more in-depth research can be made. Numerical data in terms of trends can be used, but there is no mathematical data involved.

Descriptive research aims to describe characteristics of a phenomenon or population and answers the questions who, what, when, where and how (Zikmund, 2003, p. 55). Descriptive research provides statistical data, which can be obtained through the use of surveys for example. Numerical data which gives information about a population falls under this type of research. Preciseness and accuracy are important in this type of research, meaning that some measures should be taken in order to assure that there is as little room for error as possible.

Causal research is conducted to identify cause and effect relationships (Zikmund, 2003,

p. 56). In this type of research, experiments are made, and the researcher usually will have a good knowledge base already and an expectation of what that relationship between variables will be. Changing of one variable will cause an effect on another variable. This type of research or experiments can be conducted within work places for example.

This research paper uses the exploratory type of research, where open-ended questions are asked, producing answers which may lead to more in-depth research to be conducted later.

3.1.2 Qualitative and quantitative research

Qualitative research involves text instead of numbers and is interested in people. What people have to say and what their perspectives are (Flick, 2007, p. 2). Qualitative research involves photographs, interviews, notes, recordings and the researcher studies things in their natural settings (Flick, 2007). Qualitative data answers the question of 'what type', whereas quantitative data answers questions such as 'how many', 'how much' and 'how often'. (Statistics, 2013). Quantitative research on the other hand provides data in form of numbers and statistics. Exploratory research is almost always also qualitative. This is because it rarely provides measures that are quantifiable, hence making this paper also qualitative in nature, rather than quantitative.

3.1.3 Secondary and primary data

Primary sources of data are those collected by the researcher (Robbins, 2009). This is data that which does not already exist and it can be collected in multiple different ways. Observing the situations and asking questions are the main sources of primary data. Observing a focus group, interviewing customers or designing a survey where you collect answers from participants are all primary data.

Even though primary data reveals information about a specific group of people (Zikmund, 2003), some data might already exist, and this is called secondary data. Secondary data is data that have been previously collected for some purpose other than the one at hand (Zikmund, 2003). We are surrounded by secondary data

everywhere. The internet is filled with secondary sources, and it is therefore the researcher's task to find out if the data is relevant and reliable. Secondary data is extremely useful, but there are problems related to it, with the most common ones being outdated information, variation in definition of terms, different units of measurement and lack of information to verify the data's accuracy (Zikmund, 2003). In this research paper both secondary and primary data are used in the methodology.

3.2 Research objective and research question

The objective of this research is to find out if global companies have individualised marketing activities for the Nordic countries, if the region is treated as a whole or if there is a mix of both localised and global aspects? If the company is very local, we want to find out why and how do the companies do this. Are the reasons due to the industry standards, cultural differences or the company's individual values? What benefits does localisation bring or why is it not worth doing for certain companies? The research question therefore is; *What are the different approaches that global companies have towards local marketing in the Nordic region and their driving forces? Case study of Reebok & Beiersdorf.*

An exploratory, qualitative method has been chosen for this research, as it is seen the best fit to answer the research question. Obtaining quantitative data is also very challenging and requires a more in-depth approach to the question. A qualitative research allows the data to be collected faster and analysed easier. A personal interview is chosen to be the best way to get insights into the companies' strategies via an expert of the field. The information is not available online as a secondary source, which is why we need to use primary research to obtain the necessary data. In order to keep the interview and results as scientific as possible, a standardized data collection method is used.

3.3 Hypothesis

Based on the reviewed literature and articles researched on the topic of the Nordic region being treated simultaneously, the author can make assumptions on what makes

companies practise this. There are examples of when a simultaneous marketing plan was implemented for the whole Nordic area but didn't work out, e.g. ICA, a Swedish supermarket chain expanding to Norway and their marketing campaign failed, surprising everyone (Johnson, 2006). We can assume that there are differences in localisation between industries. In technology-based industries, especially between the Nordic countries there aren't assumedly large differences and localisation can be minimized. In beauty and apparel industries, the segments are thought to be more demographical than geographical. Reasoning behind this expectation lies within age being a dominant factor rather than location, collections and products are thought to have similar campaigns with major difference being only in language. Industries where geographical segments are expected to be more dominant are food and beverage industries. However, even if the industry doesn't require national preferences to be considered on a large ratio, some aspects of the marketing activities, such as placement or promotion should be localised in each industry.

Besides the industry differences, there are some culture differences and as we saw on Hofstede's comparison of the countries in the literature review, not all cultural aspects are aligned in the Nordic region. The masculinity index difference is the biggest between Finland and Sweden. This would suggest that Sweden is the most feminine culture out of the Nordic countries, meaning that people are not driven by competition but rather by loving what they're doing (HofstedeInsights, 2019). In advertising campaigns, this might show by advertising a product in a way where winning is not the main goal. Another larger difference is seen between Finland and Denmark in uncertainty avoidance, the need and feel to avoid unstructured situations. Denmark has a very low score, referring to new situations being looked at as something good and encouraged. This can also show in their advertising for example with not being afraid to use innovative ways of promoting ideas and products. In Finland the score is higher, and the Finns might be seeking more security and are slower at jumping into new and unknown situations. With these fundamental culture differences, marketers might be able to succeed better in one country than the other, depending on their outtake on the marketing activities. From these expectations and assumptions about the industries and culture differences, we can come up with hypotheses which we want to either accept or decline.

Hypothesis 1: *Demographical segments are more important for global beauty and apparel companies, meaning localisation across borders is not their main interest.*

Hypothesis 2: *There are fundamental cultural differences within the Nordic countries and the consumers, which drive for some form of individualized marketing activities and campaigns in the four Nordic countries.*

Hypothesis 3: *An innovative and new 'out there' approach will be received better in Denmark than Finland due to uncertainty avoidance.*

3.4 Method

This research paper consists of a case study and uses exploratory research and qualitative data. A case study can have multiple meanings in the research area (Robbins, 2009). William Zikmund in his book *Research Methods* describes it as investigating one or more situations similar to the researcher's problem (Zikmund, 2003). Another common one is that researchers collect information about a case at one point in time using a tool to collect the information. Usually a case study consists of a cross-sectional design where surveys, interviews or focus groups can be used (Robbins, 2009). In this paper, an interview is used as a part of the case study to find solutions to the research problem.

Interviews are one-on-one information gathering conversations between a trained interviewer and research subjects (Robbins, 2009). Interviews can be structured or unstructured and they can be conducted personally, via phone, email or with the use of a survey/questionnaire. A personal interview is a form of direct communication in which the interviewer asks respondents questions in a face-to-face situation (Zikmund, 2003). Personal interviews allow for more communications between the interviewer and interviewee, meaning more elaborate explanations can be asked and further questions may arise from the answers. Personal interviews also increase the participants willingness to participate as no writing or thinking is required, only talking (Zikmund, 2003). Personal interviews can also be held with a Skype call or Facetime when it is more convenient, and participants cannot meet face-to-face. Interviews can also take place via email, where the interviewer sends the questions to the interviewee

and she/he replies in written form. The advantage of this is that they can take their time and there is no need to set up a date and time that suits both parties in setting up a face to face interview. The disadvantage is that the information is likely to be shorter and less explanatory when the answers are in written form.

A structured interview is often used for a more quantitative analysis. The questions are asked in the same order and no additional questions are added. Structured interviews can contain both open and closed questions (Robbins, 2009). An unstructured interview consists of open-ended questions where respondents provide answers, rather than choosing one from a predetermined list (Robbins, 2009). Unstructured interview allows for follow-up questions to be asked spontaneously. The method used for this research is a standardized semi-structured interview. This means that all questions are standardized and will be asked in the same order from all participants. However, questions are open ended and follow-up questions can be asked if found necessary by the interviewer.

3.5 Case selection

For this research, there are two companies which have been chosen to be analysed in more depth. These companies are Beiersdorf and Reebok. Beiersdorf is a German company, founded already in 1882 by Paul C. Beiersdorf. Numerous affiliates and licensees expanded international business throughout the 1960s and NIVEA Cream was an international success. Today, the company has 17,000 employees and more than 160 affiliates around the world (Beiersdorf.com, n.d.). Reebok was born in 1958, when two British men gave a new name (Reebok) to their grandfather's company. Reebok was very successful in the fitness market in the 1980s when the market for fitness and aerobics was booming. The company was acquired by a German brand Adidas in 2006 and is continuing to focus on its fitness roots. Their headquarters are in the United States and they employ over 57 000 employees worldwide (Adidas-Group, n.d.). Both companies therefore have a large presence worldwide, but also in the Nordics. The companies operate in different industries, skincare and apparel/sporting goods. However, the strategies might show some similarities and the segmentation is thought to be similar as well. Both companies offer physical products which can be purchased in multiple different locations i.e. shoes or body lotion, which makes it easier to

compare, rather than researching a consultancy or software company. Based on the answers, it is expected to find some similarities between the companies as suggested in the hypotheses and analysis can be drawn based on the interviews.

3.6 Data collection

Information regarding the data is presented individually for both cases based on the interviews had with specialists from each company. The table below summarizes the type of case, position in the company, time of interview and type of interview.

Interview questions can be found in appendix 1.

Table 1. Information regarding data collection

Company/ Brand	Position of interviewee	Date of interview	Type of interview
Case 1: Reebok (Footwear & Apparel)	Brand director of the Nordics	04.04.2019	Phone call
Case 2: Beiersdorf, NIVEA (Skincare & Beauty)	Consumer and Shopper marketing responsible in Finland	10.04.2019	E-mail

3.7 Limitations

There are many limitations which need to be taken into consideration when conducting the research and in the writing of this thesis. Personal limitations of this thesis are time, and access to the right sources. One of the biggest limitations of the thesis is the time frame. As a bachelor's thesis, the time frame has been limited to only a few months. Another limitation has been the availability of data and information from various sources, such as books. This research has a focus on the Nordic market, and a

part of the study was conducted abroad, where books and sources found publicly are limited and reaching people is slower due to time difference.

The research itself shows limitations and problems when it comes to collecting the data. Problems can arise when finding the right personnel to contact and in the right corporations. Getting enough interviewees is challenging, as the response rate of people who are willing to help is low. Their time is also a limitation and setting up of the interview is time consuming. Many companies have confidential data, which they do not wish to share publicly or do not have time to spend on university students' interviews. After interviews are conducted, answers may vary, which creates limitations when it comes to comparing the results.

4 Research data

4.1 Case 1: Reebok

The first case looks at which marketing strategies Reebok uses in the Nordics. Reebok is an apparel and footwear company, mainly dealing with sporting goods as well as some fashion items. Reebok is a subsidiary of Adidas and the main ranges include footwear, apparel, training, combat, studio and classic fashion. Reebok has a presence in all of the four Nordic markets, with their headquarters being in Stockholm, Sweden. For this case study, an interview was conducted with a brand director of Reebok for the Nordics, Nicolas Nath, who is also a part of the executive leadership team for Adidas. The marketing strategies, segmentations and different customers and consumers of Reebok will be discussed based on the answers to the interview questions. When asked a very broad question about how he would describe marketing and the way they see it at Reebok, Mr. Nath replied with a quote 'Before you reach a person's wallet, you need to reach their heart'. Marketing for him is using different tools and activations to spread the message that you want to create and let the customer experience your offering. When it comes to the products, overall the items are similar globally but there are region specific ranges and different collections, with the main divisions being between the U.S., Europe and Latin America. This is due to the fact that consumers look different and want different things. The Nordic ranges

usually go hand in hand with the European products, with possible alterations if the Nordic team doesn't agree that it will work in the Nordics.

4.1.1 Segmentation and targeting

Reeboks customers include a lot of different retailers who sell sporting goods, such as Footlocker, Intersport and many other fashion/sporting good outlets of various size. The segmentation that they use is therefore based on the pre-requisites of the customer. The most important segments are scale/size, net sales and which end user these retailers are targeting. For fashion store, a segment is also how high end the store in question is, as a high-end store also requires high end product activations, whereas other customers would be provided with more commercial products. With this type of segmentation, Reebok can sometimes provide customer specific products, such as exclusive colour, and whether this falls under demographical, geographical or income segments depends on the customer. So, the main segmentation for Reebok is divided based on the size, needs and consumer base of their retailers and the strategy of the retailers.

In the Nordic area, the focus when choosing target markets are the key cities. For Reebok these are Stockholm and Copenhagen, based on GDP, population, net sales, size of the market and the customer base. In the Nordic area the customer base is the largest in these two cities and almost 50% of their turnover comes from Sweden. However, they do have local offices in all four countries, with Norway and Finland just having a smaller presence.

4.1.2 Consumer behaviour differences in the Nordics

When asked if there are differences in the consumer behaviour between the Nordic countries, the answer was yes. In general, the Nordic consumer is a lot more active than consumers in other countries, but there are country specific differences also. When it comes to the fashion industry, Danish population and especially Copenhagen are more fashion forward. If certain new styles are launched, the hype is bigger and top fashion products sells out a lot faster in Copenhagen. Mr Nath describes the Danish

people as trend setters⁴. The type of market for the Norwegians on the other hand is more outdoor driven. Swedes have a very broad commercial range and they buy into almost everything, whereas Finland is a lot less active compared to the other Nordic countries. When comparing Sweden and Finland, the average Swedish person goes to the gym more often than the average Finnish person. This results in Finland being the smallest market for Reebok, even though population wise it is the same size as Norway. Some of the consumer trends in the Nordic countries are reflected directly from the consumer behaviour. Danish are more fashion forward and Swedes are very quick to adapt to trends coming from the US. Other trends that can be seen is that in Norway, they are more open to different colours, whereas in Finland the population tend to go for more simple colours, such as black, blue and grey. There is no reason that can be specified as to why, other than the Finns being more reserved when it comes to the different ranges.

4.1.3 Nordic marketing

One significant difference between the marketing practises in the Nordic countries for Reebok is that in Sweden, the influencer segment is very big. Sweden was among the first in the world to have and use bloggers to promote goods and they are very driven by that. This is seen a lot less in both Norway and Finland and Finland is the market that is most behind. When it comes to following and using influencers, influencer power and social media marketing, Sweden is definitely number one, followed by Denmark, Norway and Finland. This means that in Sweden, they would put more media span behind influencer campaigns than in Finland. The differences in this sector are huge. All Nordic countries are still very online driven, and the Danish consumer buys more online than any other country, which is another factor to consider in marketing. What is interesting when it comes to online penetration is that even though all markets are very present in the online world and the website is available for all

⁴ Trend is a direction or sequence of events that has some momentum and durability. It reveals shape of future and provides many opportunities (Kotler, et al., 2009, p. 155).

regions, only the Swedish website, reebok.se, is completely in Swedish. All countries have their own websites, but reebok.fi for Finland is completely in English and according to current knowledge, it is not on the agenda to launch a Finnish website in Finnish. Reebok.dk for Denmark has the front page in English, but once buying products the language changes to Danish. The website has only launched in Norway 6 months ago and is also in English. Reasoning behind the non-localised website content lies in the market size.

4.1.4 Global vs local marketing

In terms of global and local marketing, at Reebok it is a balanced mix of both. The global team builds campaigns which are the same all over the world and the regional teams, i.e. the Nordic team will put a media span behind it. This is the strategy for both Adidas and Reebok. The strategy is to utilise the toolkits provided by global and make local adaptations to it, such as signing local influencers, deciding which events to sponsor and which magazines they want to put media span behind. All of these activities are localised, but the main content is done globally and the power which the regional teams have is buying the media for what the campaigns are created for. Sometimes the global team will won't provide the material for certain campaigns which are only relevant in the Nordics and in these cases the Nordic team creates the campaign themselves. An example of this type of campaign would be a walking campaign in Finland. Walking is huge business in the Nordics and makes up almost 20% of Reeboks business. It is mostly only popular in the Nordic countries and in Germany. This is something which the global team wouldn't create the content for, but as it is important for the Nordic consumer, the Nordic team needs to create the campaign to sell to the consumers. For this, they can do a localised event, partner up with a customer, assign local influencers for the target group, make videos, separate ad spans and create a specific marketing plan from scratch. The same plan is used in all four countries, however, when they utilize local influencers this would be localised to each country, meaning the strategy is the same, only difference is using local people. This localised content creation can be done for other products like a specialised sneaker for example or other activities which will not be relevant for the global team and therefore not provided.

Sometimes there can also be alterations where the Nordic team can have a say in what

they want and receive that from global, without making a whole new campaign themselves. These discussions happen in the beginning of a new season and if the Nordic team feels that something won't work because of a certain reason, the dates can be pushed, or a specific product can even be created. If global doesn't approve of the wanted requirements, Nordic team will start thinking about what they can do to create it the best, what marketing tools they want to use etc. around 50% of the time the requirements which the Nordic team present are approved. Of course, the Nordics are not the biggest cluster, so bigger markets such as Germany or France get priority, as that is where the money lies.

4.1.5 Why local strategy & future direction?

The described strategy of Reebok is a balanced mix of global and local marketing. They do have local people in all countries, even though the focus is on the key cities. This strategy differs from one of their competitors, Nike, who have a scale down strategy and a lot less presence in Nordics. Nike only have their main office in Sweden and that is where all the operations for the Nordics are done. They are still doing very well despite the lack of localisation. However, at Reebok they believe that some type of local relevance is needed, because if you want to be a successful marketer, you need to know your customer, know your consumer and you need to know the trends happening in the markets. Knowing market trends without in that specific market physically is difficult to understand. Reebok chose other strategy than Nike, and Mr. Nath believes that in the years to come, their strategy will be proven to be more successful by having that local presence.

However, when looking at the future and a long-term strategy, it is important to note that that customers are being consolidated. A sport store in Finland might have same owner in all Nordic countries. Consumers are also becoming more digital, and more companies are becoming consolidated, having one hub in Stockholm for example, where it is easy to cover the whole region. It is quite easy to do a lot of media buying from one place and sell things in one place when the same owner represents all four countries. The short-term strategy of Reebok is to be more localised. Once the foundation is set, there might be more consolidation of major companies to be seen. Mr. Nath also believes that Reebok might be moving towards this trend in the long term, or at least it wouldn't surprise him to have a main hub and no more localised

offices in each country. 'Instead of a Finnish hat or a Swedish hat, there will be a Nordic hat'. In 10 years' time, a 25 year old woman in Helsinki would be fairly similar to a 25 year old woman in Stockholm. Of course, the world needs differentiation and there will always be a place for niche players. However, when it comes to big companies and economies of scale, it is better to have a consolidated group. This allows for more power when buying, in terms of prices and trade terms. Monetary benefits are the main drivers towards a more consolidated strategy. He describes the situation being like a chicken and egg; you need both.

4.2 Case 2: Beiersdorf (NIVEA)

The second case has to do with a German brand Beiersdorf. Beiersdorf is a beauty and skincare company with many different brands and the brands marketed in the Nordic countries are NIVEA, Eucerin, Labello, Dobbeldusch, Atrix and Hansaplast. NIVEA is the biggest one of these and main part of the company's resources are used for the marketing activities of NIVEA, which is why NIVEA will be the main focus of the interview. Answers to interview questions were given by Hanna Grandell, who is responsible for consumer and shopper marketing in Finland⁵. Marketing for her is the activation of consumers and shoppers so that the activities which are done increase the attractiveness and demand for a product. By the word 'shopper', she means a consumer who is in the buying environment, either in a physical store or online. Another part of marketing would be having the skills to be able to make the right strategic and financial decisions based on the current results and future analysis. The quote 'Marketing is half psychology and half mathematics' is still accurate.

4.2.1 Segmentation and targeting

NIVEA is a wide distribution brand operating in fast moving consumer goods (FMCG) industry, meaning they operate at large grocery markets and their products are available at a very large selection of stores and retailers. Their customer base are men and women of all age who use skincare and/or hygiene products. The main

⁵ This interview was conducted in Finnish, and questions as well as answers were translated by the author.

segmentation when it comes to media planning is still age, for example women aged 25-44, but recently they are starting to also put more and more emphasis on segmentation related to lifestyle and trends. The segmentation also depends a lot on the product and the goals of the marketing campaign. The segmentation which the Finnish media houses and media offices use also affect the marketing planning and the focus of activation measures.

When speaking about targeting and target markets globally, Beiersdorf is active in over 170 countries and they try to be available in as many places as possible. Recently, their largest growth has been in the Asian markets. The Nordic cities in which Beiersdorf has their offices are Göteborg (Sweden), Oslo (Norway), Copenhagen (Denmark) and Turku (Finland). When targeting the consumer, the main target group is women aged 25-44 and this group is the biggest one because of the size of the skincare market. The skincare market makes up 55% of the total skincare and personal hygiene market (excluding shampoo products) at the grocery markets. Within the skincare range, the most important products are facial care products, as these bring the most value and there is still great potential in the facial care market. For example, in Finland, there are more opportunities when looking at statistics. The changing and cold climate creates needs for the customers which creates opportunities for NIVEA. These climate circumstances mean there are a lot of people with sensitive skin, opening a new target group.

4.2.2 Consumer behaviour differences in the Nordics

In general, NIVEA's consumer behaviour naturally differs between segments. The willingness to use products and the idea which consumers have towards cosmetic products differs a lot between segments. Deodorant and shower gel usage is the steadiest within all segments and has the deepest penetration, but when looking at facial care products, there are more differences. Consumers are divided by age, gender and location. With location, the comparison is between big cities and the rest of the country. Facial cleansers are used more by younger than older people, in bigger cities there are more fast adapters who are willing to try new products and here age is not a defining factor. Women's usage of facial care products is relatively higher than that of men. Men's facial care product buying penetration is around 7-8%, whereas the total usage penetration of skincare products is 30%. This means that men do use creams,

but not necessarily the products of certain facial care ranges. Talking more specifically about the consumer behaviour in the Nordic countries, we can say that in the case of NIVEA it is very similar. There are small trend differences however, which might be critical to take into consideration. In Denmark a 'free of' or '0%' demand is higher compared to the rest of the Nordic countries, meaning they prefer products which are more natural and free of (0%) any harmful chemicals. The Norwegian customers use the most sun protection products. There were no comments on the buying behaviour of Finns and Swedes. Consumer behaviour is also affected by where the products are bought, from which type of store. Finland is a hypermarket country, meaning the largest retailers for NIVEA products are the grocery markets and everyday supermarkets. In Sweden the pharmacy market has been growing and is now bigger than the grocery market in terms of facial care products, whereas in Denmark, over half of facial skincare products are sold at drug stores, such as Matas. Online buying is advancing fast in all the Nordic countries and all Nordic countries have their own website in local language for NIVEA.

4.2.3 Nordic marketing

The Global team behind Beiersdorf and NIVEA makes marketing material for different regions and here the cultural differences are taken into consideration. For example, in Asia the materials are spoken with local Asian languages and Asian models are used. There it is very popular to have skin whitening products, which is taken into consideration. In the Nordic market, the marketing materials used are the ones made for Europe, but lately there have been more localised marketing as well, with the growth of influencer marketing. In Finland, NIVEA has used influencers such as Janni Hussi and Anna Saivosalmi for localised marketing. Janni Hussi is a Finnish fitness model, blogger and media personality with 184K followers on Instagram. Anna Saivosalmi is also a blogger, who shares workout tips and healthy lifestyle advice on her blog. She has a following of 26.5K on Instagram. NIVEA also has their own verified Instagram pages for all Nordic countries separately, where the influencer marketing can be seen quite well. All of the Nordic countries can make some local measures, but they need to of course be in line with the global brand strategy and instructions. As the Nordic countries are all relatively small, so they try to take advantage of any synergies they have by using similar strategies. There are some differences in

marketing practises due to the brand having a different position in the market, which in return might affect some aspects of the marketing mix. All countries make their own product portfolio solutions that might affect promotions and placement, but on a large scale they are very similar. The price levels can also differ within the Nordics, as well as within the retailers as they are free to set their own prices.

4.2.4 Why local strategy?

NIVEA has global presence all over the world and can be found almost everywhere and is known to almost everyone. Despite this, they are still initiating a lot of local activities, having offices in all four countries, individual social media pages, webpages and of course local influencers. NIVEA's pages for all four Nordic countries look different, and the language is not the only localised aspect. Also, the faces of influencers on the localised pages and the products which are displayed first on the landing page differ. The growth of the influencer marketing has definitely been one of the biggest aids in the decision to become more local. Their marketing strategy is a mix between global and local activities, with the main campaigns always being kept in the global format. One reason for NIVEA being so local is the localisation of the distribution channels. A lot of the retailers that NIVEA uses are only present in the specific country, meaning that for effective cooperation it is crucial to also have a presence in that country. Another factor is that they want to be as close to the consumer as possible and understand the needs of the consumers, this in return allows for quick reactions to changes. Ms. Grandell emphasizes that it is important to know culture differences and how things are done in different countries in order to make the best use of the synergies.

5 Results

5.1 PESTEL analysis of the Nordics

In the literature review, a PESTEL analysis was mentioned to be an important part of analysing the business environment. The analysis is therefore conducted for the Nordic countries to support findings of the primary data.

5.1.1 Political

Three out of four of the Nordic countries have parliamentary representative democratic constitutional monarchies and the fourth one, Finland, has a parliamentary representative democracy. There are slight differences in the rulings of the countries. In Sweden, the power is held by the government, led by the prime minister. In Norway, it is the Council of State, led by the prime minister. Denmark differs from them, as they have Queen Margrethe II the head of state, making Denmark a nation state. Finland's head of state is the President. All of the Nordic countries are very democratic, belonging to the top 10 most democratic countries in the world, Norway being number one. The political situation can also be said to be stable in all of the Nordic countries.

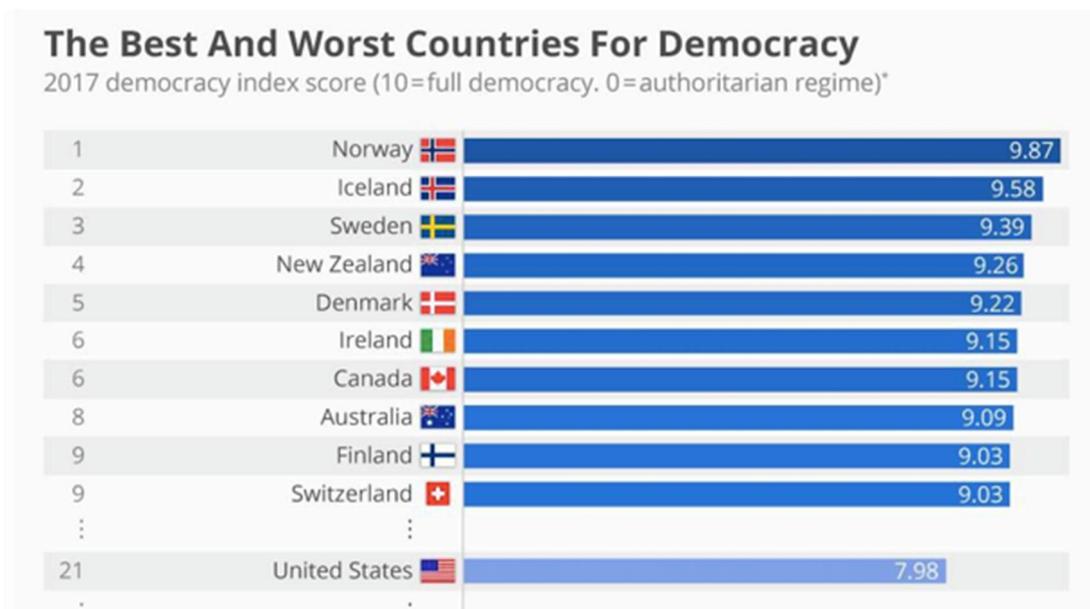


Figure 4. Best democratic countries in the world. (McCarthy, 2018)

5.1.2 Environmental

Climate change is a very current issue all over the world and also in the Nordics, and they are taking several actions in order to try and reduce CO₂ emissions and to be more environmentally friendly wherever possible, trying to reduce global warming. Due to the cold winters and long distances as population is sparsely populated, energy levels are relatively high. However, they also run very wide-ranging clean energy programmes and all of the countries have their own ways of contributing to environmental issues. They are also some of the most advanced in dealing with these issues due to high technology (Bird, 2017). Stockholm was also nominated as the first green capital in Europe in 2010 (Scandinavian, 2014).

Using renewable resources for energy is one of the main ways to reduce greenhouse emissions. Denmark is a world leader in using wind power and their goal is to have more than half of the country's electricity coming from renewable wind power. Norway promotes zero emission cars and their roads are filled with electric cars, having the world's highest share of zero emission vehicles in its passenger car fleet (Bird, 2017). With a lot of forests, Finland uses wood-based energy to account for a quarter of their energy use. Wood based materials also allow for more bioenergy with growing technological innovations (Bird, 2017). Sweden also aims to use more wind power, and biofuels in transportation in order to increase renewable energy. Norway and Sweden together have high usage of hydropower which also spreads renewable energy usage. In all the countries, there are also smaller initiatives taken within municipalities and citizens are encouraged to be greener in their everyday lives, e.g. using public transportation. The Nordic countries are also working together jointly in order to make improvements, working especially closely with the Arctic Council.

Regarding pollution, the pollution of the Baltic sea is an issue for all the Nordic countries, coming from agriculture and farming. Air pollution resulting from emissions of biomass burning has been an issue in the Northern hemisphere (Karlsson, et al., 2015). The burning can be carried over long distances from Russia and Eastern Europe with winds. However, globally the Nordic region is not polluted, and air is very clean, with possible issues being transferred from elsewhere.

5.1.3 Social

Social class is defined by a complex set of variables, including income, family background and occupation (Solomon, et al., 2006). Income inequality has been slightly rising within the last years, but it still remains on the low in all Nordic countries compared with the rest of the world. The family sizes in the Nordic countries are relatively small, with an average of 2.2 persons per household. In Sweden there are more single households than in the neighbouring countries and bigger families are rare (OECD, 2016). All of the Nordic countries have a very advanced welfare systems and have some of the highest levels of social spending to Gross Domestic Product (GDP). The education systems are also known to be the best in the world, with slight differences among the countries. However, usually children start school at 6 or 7 years of age and public education is free (Miksike, 2006). In universities, students are able to receive support from the government and student loans, allowing everyone to educate themselves even with low incomes (Miksike, 2006). Engineering and teaching jobs are quite common. General lifestyles include relatively high amounts of spending on quality and caring for the environment is becoming more and more evident.

Migration has affected the sizes of the population and has accounted for the biggest increase in population, according to the Nordic Council of Ministers. There have been more immigrants (immigrating to the country) than emigrants (emigrating away from the country) in total in the Nordic countries (Karlsdottir, et al., 2018). Migration has also evolved from mainly movement within the Nordic countries, to more immigrants coming from outside the Nordic region and a larger variety of nationalities are migrating into the north. Some reasons for the increasing migration are refugee status, work reasons, humanitarian reasons and family reasons (Karlsdottir, et al., 2018).

5.1.4 Technological

As found out in the social analysis, education is a strong point in the Nordic region. This also leads to a lot of greatly educated minds who are able to become entrepreneurs and create technological advancements. Some examples of technology companies from the Nordic countries are Spotify, Skype and gaming company Supercell. The support of start-ups is also very common and important, and the government is highly involved.

With the increase of technology all over the world, use of the internet and mobile apps is also increasing and in the Nordic region, consumers enjoy using mobile apps for nearly everything from banking to online shopping. Fast internet is available even in countryside and operators are constantly working on improving connections outside urban areas.

Within robot technology and industry 4.0.⁶, again, the Nordic countries are not getting left behind. Especially Denmark is advancing with the development of robots and artificial intelligence (AI), (Todd, 2018). The Nordic countries together with the Baltics want to become a digital single market. They are already very digitalized but want to be even more integrated digitally and enhance the collaboration between countries (Moller, 2018).

5.1.5 Economical

In economic terms, the Nordic countries are performing well, but there are bigger differences within the countries when it comes to interest rates, inflation and GDP growth. All of the countries use different currencies, meaning inflation rates rising in one country will not affect the other. In Denmark inflation rates are rising after a long period of low rates (Olsen, et al., 2019). Norway is booming as the oil market recovers, decreasing the unemployment rate to one of the lowest in the world (UKEssays, 2018). Unemployment in the other Nordic countries is also low, with the exception of Finland, who has been struggling the most with employment after the financial crisis, possibly also due to the high automation of forest industries (Grunfelder, et al., 2018). The AI industry might be affecting a lot of the Nordic countries future employment as well.

Sweden and Denmark belong to the European Union (EU), but not to the Euro Zone. Finland belongs to both the EU and the Eurozone and Norway doesn't belong to either of them, even though they are a part of the European Economic Area (EEA)

⁶ Industry 4.0, the Fourth Industrial Revolution is based on the development of a completely automated and intelligent production, capable of communicating autonomously with the main corporate players (Piccarozzi , et al., 2018).

agreement, which makes trade a lot easier between Norway and other EU member countries.

As a lot of the Nordic countries health care and social services are funded by the government, taxes are relatively high, especially income tax in all of the countries. The income tax is high, but it is also flat, meaning not only the richest will pay but a large amount of the population pays the high taxes. Taxation on consumption is also used via higher VAT taxes (Pomerleau, 2015).

5.1.6 Legal

The Nordic countries all share a common law, called the Scandinavian law. With this, they have obtained uniform legislation (Hiorthøy, 2016). The EU law of course connects the countries besides for Norway, where they do have many EEA agreements. The EU is trying to harmonize trade within the member countries, by harmonizing the consumer protection law (Aalto & Liesvirta, 2013). Restrictions on advertisements are among the toughest in the world (Johnson, 2006). Sweden has banned all advertising to children since 1991 and argued for a total ban to be implemented across the European Union as well in 2001 (Lembke, 2018). Norway also has ban on children's advertising and concerns are seen in other countries as well (ISLR, 2009). Other important issues on advertising relate to gender equality and alcohol.

When it comes to gender equality, the Nordic countries have a common approach, but different legislations on advertising. In all of the countries, except for Sweden, there are specific legislations against gender-discriminatory advertising (Kosunen, et al., 2017). Finland and Sweden are the only Nordic countries to have a self-regulatory body, and Finland is the only Nordic country to have both legislation and a self-regulatory body (Kosunen, et al., 2017). Denmark's legislation is based on the marketing laws and good marketing practices. Norway is the most well-known among the Nordic countries for their legislation on gender equality and promotes the equality in different channels, such as in political participation and in working life (Kosunen, et al., 2017).

Norway was for long the only European country to add restrictions on marketing alcohol online. Finland has followed, banning certain aspects of online alcohol marketing (Dramstad, 2018) and now Sweden is also following and taking steps to join in the restrictions of online marketing.

The rules for traditional marketing differ within the countries, with Norway still having bans against advertising of alcoholic beverages on television, radio and outdoor marketing (STAP, 2007).

In Finland, the advertising of strong alcohol (over 22%vol) is completely banned (Section 33 The Alcohol Act, 1994) and restrictions apply for mild alcohol. Mild alcohol advertisements are not allowed to be shown between 7am and 10pm on the television and a youth protection policy applies (Section 33 The Alcohol Act, 1994).

Denmark's policies concentrate mainly only on youth protection and content restrictions when it comes to alcohol marketing. The main regulation is the non-statutory Regulations of Marketing Alcoholic Beverages (STAP, 2007).

In Sweden advertisements in publications must include text of information about the risks of alcohol usage. The Swedish alcohol act also bans all advertisements of alcoholic beverages on television and radio. Since 2003 it is legal to advertise alcohol drinks which are under 15%vol in the printed media (EUCAM, 2017).

5.1.7 Summarizing table of the PESTEL factors

Overall, it can be concluded that the Nordics share a lot of common factors in their macro environment. A table summarizing the main points of the PESTEL factors is illustrated below.

Table 2. Main findings of the Nordic PESTEL factors

Political	Stable political environment Strong democracy
Environmental	Using renewable resources e.g. wind power Pollution of the Baltic sea
Social	High education Small family sizes Migration affecting population size

Technological	Very advanced Artificial intelligence industry developing
Economical	Low unemployment rates High taxes All countries not part of the EU can create possible trade difficulties Different currencies
Legal	Scandinavian law Restrictions on alcohol advertisement and advertising to children

5.2 The Nordic consumer

Firstly, all of the Nordic countries have different languages, four different languages which even though some of them might be similar, are not the same and in business people from all four countries will use English as a common language. Despite of the small population, they have some of the best household consumption in the world, so the market is very attractive (Jacobsen, 2016). Consumers are ready to pay for quality and mostly prefer something new, exciting and innovative. As we found out in the PESTEL analysis, connectivity is high as well as the use of technology. This results in mobile pay, using social media for research and online shopping, so products should be offered to be bought digitally.

Even though the online world seems to be a big topic everywhere, but especially in the North, there are parts of the population that cannot be reached with this. Along all the Nordic countries, there is a group of people who belong to the country side and farming community, the so called 'farming-segment'. This consumer group is fairly homogeneous along all of the countries (Pura & Löthner, 2016). The profile of this group are older people who have lived their whole life in the same place and now use most of their spending on their children or grandchildren. There are slight differences within the countries, but mostly the demographics are the same. These consumers, even though some use the internet, will not use it to the extent of buying goods online and ordering services online. Most consumers will purchase their needed goods from local retail shops

and very often the shops found at gas stations. In Finland, supermarket chains such as the S-Group benefit greatly from this segment as they have supermarkets located at multiple gas stations and have a good reach on the countryside. (Pura & Löthner, 2016).

The Norwegian consumers are quite prone to favouring domestic products. Their history shows a long period of farming and individualism is a key factor. Environmental issues and economical products are important, as they are a nation which is close to nature. They are also interested in new products such as electronics and with even wealth distribution, almost every Norwegian is a possible consumer who is willing to pay for good quality products (Santander, 2019).

Swedish population are known to be very urban and more people are moving into the cities in the south of the country. They also have bigger ambitions outside the Nordics area, compared to the other neighbouring countries (Jacobsen, 2016). For Swedes, price is the top priority and quality comes second. They also pay more attention to the research done before purchasing, as well as the sales process in general, meaning knowledge of the salesperson and after sales services are important (Santander, 2019).

Denmark, being geographically closer to 'mainland' Europe can be seen as having closer ties with Germany than Scandinavia. However, just like the other Nordic countries, Danish consumers have high purchasing power and relatively good incomes. Danish purchases compared to Sweden and Norway are more conservative and as they are the most *pro-organic in the world, and matters related to unfair production conditions, negative impact on the environment and lack of animal welfare are more and more important* (Santander, 2019).

The most important factors affecting Finnish consumer behaviour are quality, safety and the product origin (Santander, 2019). The Finnish consumers prefer national products, especially when it comes to food products according to K-Group (Kesko, 2017). As discussed in the PESTEL factors, they do have high standards of living and education with an eye for modern technology and fit into the Nordic model when it comes to mobile pay and using online resources.

5.3 Case discussion

Based on the answers received from the interviews, some similarities as well as differences in the marketing practises of the two companies can be seen. These will help analyse as well as compare the overall marketing strategies and help provide answers to the hypothesis as well as the main research question. First of all, both interviewed companies are from different industries, which needs to be taken into consideration for fair comparison. Secondly, the second interviewee concentrated a little bit more on the Finnish market, but an overall Nordic idea could be obtained.

The biggest similarity between the two companies when it came to their localisation strategies was influencers. For both Reebok and NIVEA, the use of influencers in their marketing is one of the main drivers for localisation, as the influencers are always chosen from that country locally. It is also an industry which is growing, and even though especially at Reebok they see this market being the biggest in Sweden and Denmark, also Finland is growing in the field and influencers as well as brand ambassadors are used more and more. Other common factor is that even though the level of localisation is not the same, both companies definitely recognize cultural differences in terms of trends and buying behaviour. Denmark was said to be a 'trend-setter' country and for skincare they prefer items which are free of harmful chemicals such as parabens. This suggests that both companies see Denmark in a somewhat similar way, thriving for new and innovative solutions, not afraid of changes. Norway on the other hand was considered as being more outdoor driven and for the skincare section they're said to buy the most sunscreen products, which definitely fits together with outdoor activities. These two are quite different from each other in this sense, and it is interesting to see how the consumer behaviour even in different industries is on a similar path.

When it comes to the marketing strategies, what combines these two companies is that their main marketing campaigns come from a global perspective and a global toolkit. This global approach is then adjusted locally either for the Nordics or for all the Nordic countries individually.

The similarities are more outstanding than the differences, which is also interesting to see. The main difference are the point of sales and types of customers when it comes to distribution. Reebok deals more with customers who might be owners of stores that operate in all Nordic countries or even on a larger scale. It is therefore easier for them to handle the buying from one place, hence the main hub being in Stockholm, even though they do also have local offices. NIVEA however, has their products available at supermarkets, pharmacies and drugstores and the point of sales for them is different in almost all of the Nordic countries. This automatically requires more localisation when it comes to the customers, as they operate locally and not across the Nordics.

5.4 Comparison to hypotheses

Hypothesis 1: *Demographical segments are more important for global beauty and apparel companies, meaning localisation across borders is not their main interest.*

NIVEA uses age as their main segmentation, together with gender. Reebok uses the size of the retailers, their revenue and the segmentation which the retailers (Reeboks customers) use. We can therefore accept the hypothesis, that demographical segments are more important in these industries.

Hypothesis 2: *There are fundamental cultural differences within the Nordic countries and the consumers, which drive for some form of individualized marketing activities and campaigns in the four Nordic countries.* The results showed different trends among the consumers in each country, which also shows cultural differences. All countries were also receiving individualised activities, meaning we can accept the second hypothesis.

Hypothesis 3: *An innovative and new 'out there' approach will be received better in Denmark than Finland due to uncertainty avoidance.* A low score means that the country in question, Denmark, look at new situations as something new and exciting, whereas a high score, Finland, seek more security. With the trends in both countries, it could be seen that the Danish population were more innovative and open to new ideas, they were even described as trendsetters. Finland on the other hand was said to stick to plain colours in clothing and didn't have any spending habits which would be

‘out of the ordinary’, the Finns were described as less open for new innovativeness in these specific fields. Therefore, the third hypothesis can be accepted.

6 Conclusion

The aim of this paper was to conduct a research finding out how local global companies are in the Nordic region. The central research question set out was *What are the different approaches that global companies have towards local marketing in the Nordic region and their driving forces?* Based on the literature review and secondary data, hypotheses were drawn relating to segmentation, cultural differences and Hofstede’s cultural dimensions. These were all accepted on the basis of the answers from conducted interviews.

Secondary research as well as data collection results revealed trends in the consumer behaviour in the Nordics. Some common factors of the macro environment, which were the results of the PESTEL analysis shared by all countries were stable political situation, good education and welfare systems, high GDP and high possibilities for spending, high levels of advanced technology, actions taken towards a greener environment and some common laws and legislations towards e.g. alcohol advertising.

Primary research was conducted with two interviewees from two different companies; Reebok and Beiersdorf (NIVEA). The results showed that there are differences in the consumer trends in all Nordic countries. The Danish were outlined as being more advanced in terms of new trends, both in apparel and beauty industries. Sweden is definitely the biggest market in the Nordics for Reebok, generating almost 50% of their turnover. The Swedish trends are big influencer marketing and adapting trends coming from the U.S., the consumers in Sweden buy into a lot of different styles and brands. Norwegians were said to be more outdoor type of population and this can be interpreted for both companies, as for NIVEA, they were said to purchase more sunscreen than the rest of the Nordics, referring to spending time outdoors. As for the Finnish population, there wasn’t really anything which stood out from the others in their consumer behaviour for either brand, besides for apparel and sporting goods the colour choices were said to be quite simple, black, grey and blue. The reason behind the Finnish consumer behaviour not being specifically mentioned by the example companies, might relate to their preference for domestic products. From the secondary

research it was found out the Finnish consumer prefers domestic products and might therefore not have such a big presence for the chosen global companies, compared to its neighbours.

As for the marketing strategies and localisation, there were both similarities and differences. The main similarity which was found, was that both companies see a big and growing market in influencer marketing and use this as the main tool to be local. NIVEA had more differentiation between the countries, as they have separate teams in all countries rather than one team for the Nordics. This can also be seen on their social pages, such as Instagram where NIVEA has verified pages for all countries and Reebok a page for the Nordics. For the websites, both have separate pages, but localised languages are still missing from the Reebok website. Main reasons for this are market size and the profits that each market is bringing in.

The central research question can be answered after conducting both primary and secondary research. The approach which global companies have towards local marketing in the Nordic region is a global toolkit which can be adjusted to the Nordic market. This follows closely the European marketing strategies with changes made if necessary. The driving forces behind local marketing are influencer marketing and being closer to the consumer. The size of the target markets in terms of sales and revenue is another factor which aids at choosing the target markets. Influencer marketing drives towards local marketing, because influencers are often very local, and a Swedish influencer would not succeed in Finland as well as a Finnish one. Another driving force is wanting to know the consumer and their trends, and both of the companies in question can agree that this is easier done when physically in the location.

6.1 The reliability of this thesis & recommendations for further research

With the limitations that have been outlined in chapter 3.7, it can be said that there are factors which affect the reliability and validity of the research. The reliability of this thesis can be affected by the number of interviews, interviewees and their answers. With only two different companies, it is challenging to get an overview which would cover most of global consumer goods companies. The two interviewees were of

divergent positions and in different countries and the interview styles varied. With a phone interview, it was easier to get an overall view of the answers and any confusions in answers could be cleared right away. This also meant that when comparing the answers, the ones from case 1 were larger in scope, so the comparability deteriorated.

In order to get more advanced and clear answers, further research should be done. A cost-benefit analysis could be done, where the effectiveness of local marketing would be measured economically. This would require an evaluation of the costs to see how much money a localised campaign would cost, and which benefits does it bring, tangible or intangible. The research could also be extended to a larger amount of companies or narrowed down to for example the marketing of a single product and see how the consumers of that market react to the marketing strategy and advertisements.

In order to make this research deeper, more interviewees from within the same company could be interviewed. For NIVEA, a responsible person from each Nordic country could be interviewed and asked the same questions in order to get a fair idea for the entire Nordic region, and not just from the point of Finland. The research could also be extended to different brands, and in the case of Reebok, be compared to Adidas and find the similarities within companies and the Nordics. With the reliability concerns and further recommendations, it should be kept in mind that the assessment of content validity is a subjective judgement by the author.

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8 Appendix

Below are the interview questions used for both cases, one in English and the other one in Finnish.

1. What company do you work for and what is your position in your company?
2. How do you/ your company see marketing?
3. Which products does Reebok market in the Nordic area? Which product group are you working with?
4. What different segments does your company use? Are your customers divided more according to geographical, demographical or income segments?
5. How does Reebok choose their target markets?
6. How do you see consumer behaviour? How does the consumer behaviour differ within the different segments?
7. How does the consumer behaviour differ within the Nordic countries? Do you differentiate between these consumers?
8. What are the main differences between consumers in the Nordic countries, if there are any?
9. How do the culture differences show in your marketing practises?
10. How does your company see localising within the Nordic market? what does reebok think about localising in the Nordics?
11. Which marketing strategy does your company use in the Nordic area and do the marketing strategies differ within the different Nordic countries? If yes, why and if not, why not? (For example, are there differences in the product, price, placement or promotion within the countries?)
12. Do all Nordic countries have access to your website and products in their own
13. What has aided the choice of localizing certain aspects of the marketing mix?
14. Why is your company so localised/ only partially localised?
15. Do you think there would be benefits in localising more in the Nordic countries?
16. Can you think of any other aspects which should be taken into consideration when marketing in the Nordic countries?

Interview questions in Finnish

1. Missä yhtiössä työskentelet ja mikä on vastuualueesi?
2. Miten yhtiösi/sinä kuvailisit markkinointia?
3. Mitä tuotteita Beiersdorf markkinoi Pohjoismaissa? Minkä tuotemerkin parissa työskentelet (Nivea, Eucerin, Labello yms.)?
4. Mitä eri segmenttejä yhtiösi käyttää? Ovatko asiakasryhmänne jaettu enemmän maantieteellisesti, ikäryhmittäin vai tulojen mukaan?
5. Miten BDF valitsee kohdemarkkinat?
6. Miten näet kuluttajakäyttäytymisen? Miten kuluttajatottumukset vaihtelevat eri segmenteissä?
7. Miten kuluttajakäyttäytyminen vaihtelee eri Pohjoismaissa?
8. Mitkä ovat suurimmat/tärkeimmät erot Pohjoismaiden välillä?
9. Miten maiden/kansallisuuksien erot tulevat näkyviin teidän markkinoinnissa?
10. Miten yhtiönne suhtautuu paikalliseen markkinointiin Pohjoismaiden välillä?
11. Mitä markkinointistrategiaa yhtiönne noudattaa Pohjoismaissa, onko niissä eroja? Mikäli eroja löytyy, mistä tämä johtuu ja vastaavasti, mikäli eroja ei löydy, mistä se johtuu? Onko eri maissa esimerkiksi tuotteissa, hinnassa, saatavuudessa tai mainonnassa eroja?
12. Löytyykö jokaiselle Pohjoismaalle omat nettisivut ja ovatko tuotteet/ tuoteselosteet aina paikallisella kielellä?
13. Mikä on auttanut päätöksessä paikallistaa markkinoinnin jokin tietty alue?
14. Miksi yhtiönne on niin paikallinen/ vain osittain paikallinen?
15. Mitä hyötyä paikallisesta markkinoinnista nimenomaan Pohjoismaissa on?
16. Tuleeko mieleenne mitään muita vaikuttavia tekijöitä, joita pitäisi huomioida Pohjoismaiden markkinoinnissa?