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ORIGINAL ARTICLE

Study of Culture and its Role in the Marketing Process (A review)

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Abstract: Given that the in the most countries, peoples are differ in terms of culture. Thus an understanding of the definition of culture, are a crucial point in the marketing development and their sales growing. Confusion in the commercial, increasing competition among trade companies, surrounding environment organizations is very different from the past. In this article be explained the definitions of culture and marketing and then we investigate the role of culture in marketing. Considering the fact that most of the world's countries are multicultural and also they are growing rapidly, even in relatively the same sex countries, people are remarkably different in recognition, observance and practice of cultural norms. One factor contributing to the success of societies in global marketing activities, understands of cultural factors in the target markets. Lack of attention to this issue, will cause irreparable damage to communities. Therefore, a proper understanding of culture is an essential component in the development of effective marketing strategies and best practices of resistive economy. The main influencing factors on culture like: Hofstede's four-dimensional model, marketing, international marketing, and finally the role of culture in markets with an emphasis on resistive economy have been studied. The results showed that there is a direct relationship between culture and marketing. This research established a connection between cultural values and marketing strategy preferences. The results have shown that managers from individualistic cultures tend to chose differentiation and niche marketing strategies over mass marketing strategies.

Keywords: Business, Competition, Cultural Factors, Market, Sale.

Introduction

It's very important to discuss about the importance of culture in marketing, after firstly understanding what an marketing is and what culture is. Culture is valuable for doing trade in local market but it is more significant for marketing, the reason being that in marketing people have different believes, nature, culture, or language. All these aspects create the problem of managing people in marketing so it is important for any organization to understand the cultural differences before going for business in markets.

Culture

According to de Mooij (2005), there are different meanings of culture. The most common definitions of culture are found in anthropological literature. Culture is human-made, so it is learned and is communicated from one generation to another. This definition corresponds with the statement of Keegan (2002) who stated that cultures are ways of living built up by a group of human beings, which are transmitted from one generation to another. One of the most popular definitions was given by Hofstede (2001, p. 9), who stated that, culture is "the collective programming of the mind that distinguishes the members of one group or category of people from another". In accordance with Hofstede's (2001) definition, Zhao (2011) stated that a national culture is a set of collective beliefs and values that distinguish people of one nation from those of another.

Culture is the shared norms and values of any organization. Culture reflects customs, traditions, beliefs and religions of any group of people. The culture of a country is called national culture, reflecting the overall religious beliefs, customs and traditions of a company. For example, Saudi Arabia is an Islamic country and its culture reflects the values and beliefs of Islam. Muslims offer prayers five times in a day, while the American culture, a western one, focuses on personal achievements.

The culture of an organization is called **c**orporate culture. Like the national culture, the corporate culture varies from organization to organization of a country: companies in US and England focus on individualism, while in Indonesia and West Africa, they focus on collectivism.

Components of Culture

Beliefs: are a set of mental processes that are effective in knowledge and estimation of people with respect to goods and services.

Values: are subjective indicators which customers use them to identify the appropriate behavior. Values are generally stable over time and are accepted by most members of a given market.

Customs: are evident behavioral models in individuals which occur in certain situations from individuals. Traditions are visible during major events of People (Doole & et al, 2004).

Factors Influencing the Culture

In understanding the culture all its aspects must be studied. This involves an examination of the following factors.

Technology and material culture
Social Organizations
Education
Values and thinking
Religion
Language
Aesthetics
Laws and policies (Doole & et al, 2004).

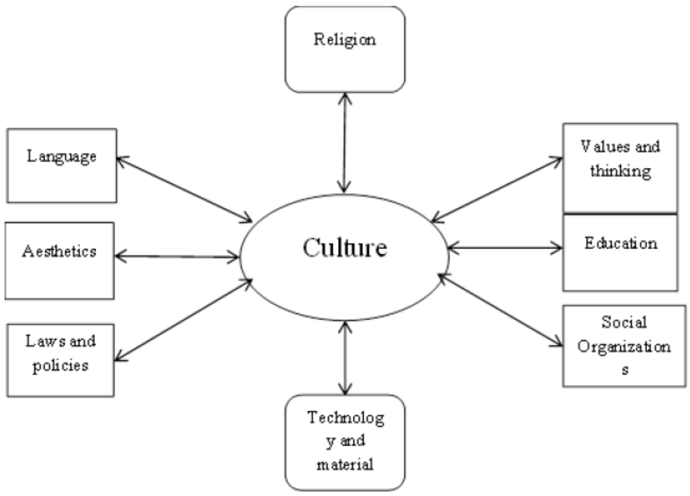

Figure 1

Elements of culture

Various authors have written about the elements of culture and have tried to explain its influence on the national culture and the value and norm systems of a society. Elements of culture like education, religion and language influence the values and norms of a society (Cateora and Graham, 2007; Samovar et al., 2007; Hill, 2011). "Each of these ingredients plays an equally important role in determining the nature and values of a particular culture" (Lillis and Tian, 2010, p. 100). One of the elements of culture is education which plays a major role in a society. At school, individuals learn the substantial skills which are needed in a modern society. Cultural norms, like respect for others, obedience to authority, honesty, neatness and being on time are taught at school (Hill, 2011). Another cultural factor, of importance, is religion. Cateora and Graham (2007) stated that the importance of religion on the value systems of a society and the effect of value systems on marketing must not be underestimated. The influence of religion is often quite strong. The issue of time is also treated differently amongst different cultural groups. Cultural attitudes towards time are reflected by different time orientations. In a monochromic culture, time is seen as having an economic value. Therefore, activities are undertaken at one time and schedules and agendas are respected. Polychronic cultures do multitasking, i.e., doing two or more things at the same time (Gillespie et al., 2007).

Language is also another cultural element of key interest. Language is part of culture and plays a very important role in it. According to Jiang (2000), without language culture would not be possible, because the former reflects culture and is simultaneously influenced and shaped by it. Facts or ideas or events that are communicable refer to shared knowledge between people as well as beliefs and attitudes which are shared with others. As stated by Chaney and Martin (2010), there is a need for understanding a common language to communicate successively with people from other cultures.

Resultantly, several studies have examined the relationship between language and culture. Boroditsky (2010) summarized different studies which measured how people talk and think and identified people's understanding of space, time and causality could be constructed by language. According to Boroditsky (2010), several studies have shown causality between the language being spoken and the way people think. If a bilingual person switches from one language to another, he/she starts to think differently. Hence, by learning a new language, people also learn a new world view.

The linkages between language and culture are also evident in non-verbal and verbal communication. Specific cultural behavioral patterns are learned and culture is shared. Non-verbal communication is not only influenced by factors such as gender and an individual's personal characteristics, but is also affected by culture. People who are culturally, linguistically and racially similar may be able to read the non-verbal behavior of each other more accurately (Gabbott and Hogg, 2000).

Hofstede's Four-Dimensional Model

Preparing business in the twenty-first century for competition is strongly related to codification of strategies to anticipate and respond to rapid changes in the global markets (Craig & et al, 2001). Gord Hofstede, influential and well-known writer and researcher in the field of national and organizational culture, understands this fact that there are national and regional cultures in the world which have a major impact on the behavior of firms and consumers. He believes that cultural differences in various societies are caused by four main aspects:

Individualism vs. pluralism: Do people of a society prefer to undertake individual or collective responsibilities?

Power distance: is power distance in a community lot or a little? For example, in the Arabic countries and Iran the power distance is much more than U.S.A and European countries.

Avoidance of uncertainty: In general, countries that avoid the uncertainty are more regular and employees prefer to stay longer with their employers.

Masculinity versus femininity: Indicates specific traits in different cultures. Masculinity is more associated with competitiveness, ambition, collecting material and while Masculinity more pays attention to interpersonal relationships and quality of life (Soares & et al, 2007).

Culture and Globalization

Globalization is a global system which runs in political institutions, technology and culture in the West, and they pay less attention to its symptoms and the reactions which it cause (Salzman, 2008). The integration of markets, governments and technology is in a way that individuals, companies and governments are working to gain the whole world deeper, faster and cheaper than ever (Merrilees, 2007). Lester Pearson states: Various civilizations must learn to live together in peaceful interaction; they might remember each other's experience, learn about each other's culture and ideas and add the richness of their life. If it won't be in this way in the crowded and small world, we see nothing but a misunderstanding, tension and conflict (Huntington, 1999).

Culture and Strategy

Culture can be summarized as a collection of morals, laws, beliefs and customs that forms the behavior or structures how a person perceives the world. Cultural norms are passed on by older members to young members of a society and shared by almost all (Carrol, 1982). Culture acts as guidance for human behavior and creates social groups which are different from each other which react differently to their environment (Adler, 2002). Culture in business organization can be considered as the shared mental software of the people in an organization. "All business today is global and those individual businesses. Firms, industries who understand the new rules of doing business in world economy will pros per; those that do not will perish" (Adler, 2002). The global competition has forced businesses to think differently. Today's global and multinational Business practices has become very competitive and it is of utmost importance to learn about different cultures, monitor ongoing changes in culture and understand the impact of culture on business practices (Kanungo, 2006; Yip, 1995). A strong organizational culture is likely to shape the company's strategic decisions and moves. Such companies have culture driven bias on strategy making and strategic moves (Thompson, 2001). Cultural differences are based on to what extent people`s thinking can be changed: how people dominate and take control of environment, individualistic and group behaviors, how people like doing things and how the space is seen in relation to privacy and orientation towards time such as present, past or future (Adler, 2002). These factors can be used to explain how individuals manage different situation based on a strategy influenced by their own cultures.

Marketing

Marketing is the collection of commercial activity that guides goods or services process from the manufacturer to the consumer or final user.

Marketing is the process by which individuals and groups provide their needs through the production and exchange of goods and benefit with others.

Marketing is defined as: the relationship between the value of the product (goods or services) and client. Marketing is sometimes also known as the art of selling. But sale is considered as small function of marketing (Kotler & et al, 2012). There are two aspects of marketing: 1. on one side, marketing is kind of management approach that focuses on customer satisfaction. 2. Furthermore, it is a series of activities to implement the marketing philosophy (Habibi, 2013).

Modern and traditional marketing which has been challenged in the postmodern era, has found its identity in the second half of the twentieth century. Basic principles which define the modern marketing and its social role emerged in this decade. Inspired by the theories of Alderson in 1970s, marketing concept was considered and crystallized in the form of modern marketing. Marketing concept has found its position in modern human history order and it explains the relationship between different organizations and their consumers and stakeholders. This special relationship - market and customer orientation has expanded as the wide range of institutions, corporations, non-profit organizations, government agencies, art, religion, and others. This concept has become a belief not only in marketing, but also in modern public culture to know your customers and serve them. In fact, modern marketing forms one of the cultural foundations of social and contemporary society (Urban, 2005).

Despite the imagination of most people, marketing, just not summarizes in short-term attempts to sell semi-essential, luxury and ceremonial goods, rather, it consists of a series of activities of production, distribution and trade which transfer the goods faster and easier to the final consumer. In fact, marketing is defined as a social - managerial process which provides their needs and desires by individuals and groups through production and exchange of goods and services with each other by means of an important intermediate named currency in a place called market. (Habibi, 2013) .totally marketing process, is a comprehensive performance and a set of processes for creating, communicating and creating value for costumers and management of relationships with their clients to create value and profitability in a business. (Keefe, 2008) .According to Carson and Gilmore, marketing is a process which is surrounded on all organizational processes. He believes that most entrepreneurs do not consider marketing only as a function but also they are looking for marketing to reach customers. In other words, from their perspective, marketing forms the main core of the business (Odwyer, 2009). Marketing means doing activities such as buying and selling of goods, transport and storage of them.

Marketing strategy

Companies are always searching for competitive advantage and the emerging global landscape defines the firm's opportunities and challenges. Open markets, rise in discretionary income and modern tools for accessing global markets provide great opportunities for businesses to pursue their international customers. Beside the opportunities for companies to enter a global market, there are challenges as well. The complexity of managing multiple markets and coordinating the marketing communications strategy as well as the difficulty of managing geographic, cultural, political barriers are factors which hinders the companies' success in the global markets (Cavusgil and Cavusgil, 2011). Therefore international companies have to develop an international marketing strategy.

International marketing which is defined as the "performance of business activities designed to define plan, price, promote and direct the flow of a company's goods and services to the consumer/user in more than one country" (Cateora and Graham, 2007, p. 9). Companies inform, persuade and remind customers (directly and indirectly) about the products and brands they sell through their marketing communication. The focus is, therefore, placed on the promotion (or marketing communication) element of the international marketing mix. According to Cheon et al. (2007), the general requirements of effective marketing communication can apply to global communication as well. This is largely dependent on the environment and situation, resulting in variances in the marketing communication between markets. When planning an international marketing communication strategy, companies have to decide whether to standardize, for example, have a single marketing strategy in all operating countries or to adapt a strategy to fit the unique dimensions of each local market (Vrontis et al., 2009). Cross-cultural research in advertising tries to connect observed differences with cultural dimensions, mostly based on frameworks such as the cultural dimensions of Hofstede (2001) or Hall (1976). A growing trend in advertising has been to combine a global advertising strategy with local adaptations referring to cultural differences of the target markets. Wilken and Sinclair (2011) discovered that Coca Cola, McDonalds and Colgate-Palmolive combined their global strategies with local adaptations, the so called "globalization".

Every culture has its own social time and the social context of individual cultures is one of the critical issues for marketing managers by developing a global marketing strategy (Harvey et al., 2008). According to Harvey et al. (2008), time is the competitive tool of the 21st century and a good understanding of time can be "the key advantage for a company in the future to withstand the market dynamics". The alignment of individual concepts of social time to those that exist already in the environment must be dynamic, given the changes in the environment that exist between different countries.

International Marketing

In its simplest level, international marketing is a process in which a business has to decide on its marketing composition over national borders. Its most complicated level includes developing a production unit and coordinating company's marketing strategy all around the world (Doole et al, 2004). In another definition international marketing is performing business tasks to supply goods and services of a company to its customers in more than one country in order to achieve profit (Ghauri et al, 2005). Globally, managers have recognized the need to increase companies and organizations, to develop skills, capabilities and knowledge to compete in international markets. International marketing refers to marketing tasks, profits and operations of an organization in more than one country (Doole and Lowe, 2012).

On a global scale, marketing is naturally associated with problems more complicated than companies' internal marketing. These usually occur in a wide level involving tasks, management systems, certification, strategic association and common investment. International marketing requires a variety of environmental factors. It also manifests its development form through rapid rate of change in technological, economic, social and political forces. The changes are mostly influenced by various rates of the market (Craig, 2005). Stages and principles of marketing are considered as standards and can be implemented in all markets and countries. The only point used to distinguish domestic and international marketing is their activity field. This important difference has led to emergence of the novel issue of international marketing of the most considered matters in which is being aware of issues in other countries, adopting proper strategies to enter various countries and markets and taking specific actions in markets associated with lower trust and higher risk for foreigners (Babaei, 2008). In general, actions in marketing are divided into two parts: controllable and uncontrollable. Controllable factors include goods and services policies, sales plan, pricing and distribution which are called company's marketing composition and are directly controlled by the company itself. The company can conduct and implement its marketing composition plan based on market's competitive conditions, legal limitations, consumer interests and strategies.

Uncontrollable factors of international marketing are subdivided into two sub categories: domestic and foreign. Governmental general policies, legal structure and economic conditions are among domestic elements. In the foreign subcategory the conditions may vary (or even be contradictory) for every certain country. Some of these elements are political and economic status, technological level, geography and culture (Babaei, 2008).

Characteristics of International Marketing

The concept of mental distance and lack of environmental trust has attracted considerable attention in studying international distribution channels. Differences between transacting parties and their international markets it determined through differences in social, cultural, political, technical and economic environments. Differences such as regional time, language and systems put exchange of methods and management pattern models in trouble and have considerable effects on legal management of border relationships (Skarmeas et al, 2007).

When oppositions arise against domestic markets, international operations are not used by higher levels of lack of environmental trust which originates from lack of knowledge and information on foreign markets and numerous job environments in which companies are working. For example, currency rate changes and problems concerning changes of customers' needs and preferences are more investigated in multinational marketing channels in which transacting parties are far from each other (Cleveland and Laroche, 2007).

Culture and Marketing Strategy

A considerable amount of literature has been written on culture and consumer behavior, culture and advertising, as well as culture and market orientation (de Mooij, 2004). Much of the literature in the past has been written with goal of explaining such cultural influence on strategy and how to design different strategies to fit different cultures. Hofstede (1991) stated that culture is “the collective mental programming of the people in an environment. Culture is not a characteristic of individuals; it encompasses a number of people who were conditioned by the same education and life experience.” Hawkins et al. (1986) state that the idea of how different cultural variations influence marketing strategy state that the cultural aspects of language, demographics, nonverbal communication, and values influence consumer behavior, consumer behavior in turn influences the marketing strategy making process. On top of differences in culture, Yoon and Lee (2005) pointed out in their paper that there are considerable differences in the definition of market-orientation. Yoon and Lee found that “market-oriented culture does not only affect firm performance directly, but does so indirectly by *affecting the marketing strategy making process*.” Menon et al. (1999) defined the marketing strategy making (MSM) process as “a complex set of activities, processes, and routines involved in the design and execution of marketing plans.” Menon et al.’s work describes the internal organizational culture and its effects on MSM as well as the MSM process and its effect on the firm performance in considerable detail. However, external influences on MSM were outside the scope of Menon et al.’s (1999) research.

When the study of culture’s influence on marketing strategy is limited to Asia or Asian corporations, there is significantly less literature available on the subject. The National Identity, or NATID, Framework established by Keillor et al. (1996) went a long way in quantifying national identity differences based on a number of underlying factors. These factors include national heritage, cultural homogeneity, belief systems and consumer ethnocentrism. The practical purpose of developing such a framework is to identify and use cultural and national differences in a marketing context. Keillor et al.’s (1996) work included a comparison of Japan and Sweden. Their work was later supported by other work that had applied the NATID framework to a number of other East Asian countries including, South Korea, Taiwan, Thailand and Singapore (Phau and Chan, 2003). Phau and Chan's (2003) findings confirmed the usefulness of the NATID framework. However, this is a stark difference from earlier findings of Japanese and European companies that had achieved success through "expand*ing* commonalities across national boundaries rather than focusing on customer differences based on nationalities" (Kotabe, 1990, italics added). According to Kotabe (1990), continual improvements in product and process innovation by Japanese firms lead to cost advantages. Standardization would lead to economies of scale and greater cost advantages. Abbeglen and Stalk (1986) explained that Japanese firms established a "winning cycle" by focusing on domestic markets first, perfecting and standardizing their product. Once momentum was built in the domestic market, firms would use their low cost advantage in other markets, essentially using a low price strategy. By comparing companies from Japan and Germany, Shah et al. (2000) point out that firms from differing countries use differing generic strategies. While their work shows the differences in strategy based on nationality of the firm's home country, it remains unclear how much of the difference in attributable to differences in culture or other factors.

Marketing Strategy in Asia

Business executives' individual decisions are influenced by their own national or local cultures (Hofstede, 1991) and there is a considerable cultural variation within Asia (Hofstede, 1980; Redding, 1990) which might be associated with differences in business strategies. Strategic choices are inherently affected by managers' national cultures (Hofstede, 1991), and surprisingly the Chinese managers, who have a widely noted cultural inclination to rely on informal ties, count on personal connections to succeed in achieving organizational goals (Chen, 1991). Real cultural differences exist in many Asian countries, within Asia, and between countries in Asia and elsewhere. It is presumed that national cultures influence business strategy through senior management beliefs and practices, authority and relationships, individualistic and group behavior aspects, personal exchange and finally decision-making (Fukuyama, 1995; Hamilton and Biggart, 1988; Redding, 1990; Westwood, 1997). The emergence and success of businesses such as the keiretsu in Japan, chaebol in South Korea, entrepreneurial firms in Taiwan, and Chinese family businesses in several Southeast Asian countries are examples of how culture impacts business formations.

Traditional Asian texts such as Sun Tzu's Art of War and their modern interpreters (Wee et al., 1996) are perceived to have a greater impact on Asian managers than the modern western strategy theory and concepts. It can be argued that the Asian businesses implement strategy from a more intuitive, tradition-based and informal perspectives than the western managers, who adopt a rather contrasting systematic, scientific, and formal approaches (Chen, 1991). The underlying influence of strong and different cultures leads to form the Asian strategy to be a more manipulative, evolving, risk-seeking and results-oriented, in contrast to Western strategy, which is projected as a more planned, rigid, risk-avoiding and process-driven. Asian countries are considered to be "high-context", while the Western countries are considered to be more "low context" (Hall, 1976). It could be reasoned out that the influences made from basic culture and related factors on strategy, appear to be multifaceted and not direct, and felt more through the impacts on structures, authority associations and decision-making processes (Hofstede and Bond, 1984). The links between cultural values particularly of Confucian origin with economic growth are indications for many of these influences (Hofstede, 1980). Erramilli (1996) tested the impact of a country's 'national characteristics' on the subsidiary ownership policies of its multinational companies. According to these findings firms based in countries characterized by high power distance and high uncertainty avoidance will have a higher preference for majority or wholly owned subsidiaries. Erramilli (1996) continues that managers of multinational companies based in high power distance countries are more authoritarian, less agreeable to share decision-making with others, and therefore more likely to prefer wholly owned subsidiaries over shared-equity ventures.

Culture's Effects on Relationship Marketing (RM)

A country's culture is a key environmental force that shapes its people's perceptions, dispositions, and behaviors (Triandis, 1989). Culture is "the training or refining of one's mind from social environments in which one grew up" (Hofstede, 1991, p. 4). Because RM interactions are social exchanges, culture influences the norms, roles, and expectations of these relationships. Culture also influences the types of socially engaging and disengaging emotional processes that people experience (Kitayama, Mesquita, and Karasawa, 2006), so it likely is critical for understanding international RM. The way social information is encoded and exploited also differs across countries, due to differences in value systems. We aim to evaluate how such ingrained cultural differences influence the effectiveness of RM strategies. To do so, we synthesize results from cross-disciplinary research in marketing, psychology, sociology, and management to formulate hypotheses regarding the predicted moderating effects of Hofstede's (1980) cultural dimensions on RM effectiveness. Table 1 includes a summary of selected literature pertaining to the role of culture in RM. Consistent with prior research (Palmatier et al. 2006), we test the moderating effects of each construct linked with trust and commitment separately as well as in aggregate. To simplify our terminology, when testing any hypotheses involving both trust and commitment, we use the generic term "relational mediators." Figure 1 illustrates our conceptual model. Because we do not anticipate that every cultural dimension matters equally for all constructs, we precede our hypotheses with a series of parsimonious tenets that capture the theoretical essence of how each cultural dimension should moderate the RM framework. Thus, we offer one tenet for each cultural dimension and then propose hypotheses tailored to test the validity of each tenet. Before presenting our moderation predictions, we offer brief theoretical arguments for the main effects, paralleling prior research (Palmatier et al. 2006). We then build on these main effect arguments to develop moderating hypotheses for each cultural dimension.

Table 1. Selected Literature on the Role of Culture in RM

Reference	Key Constructs	Key Findings
Individualism–Collectivism		
Gudykunst, Yoon, and Nishida (1987); Noesjirwan (1978)	Communication	Collectivists are more likely to hide negative emotions to preserve group harmony and encourage greater communication intimacy than individualists.
Hofstede, Hofstede, and Minkov (2010); Morishima and Minami (1983)	Dependence	Interdependence and affiliation are more important for collectivists than for individualists.
Wuyts and Geyskens (2005)	Relationship duration	Collectivist firms are more likely to select a close partner with whom they have shared prior close ties.
Earley and Gibson (1998); Kirkman (2001)	Performance	Having a collectivistic orientation improves performance on teams; being an individualist exerts a negative impact on performance. Individualism lowers productivity on teams.
Money, Gilly, and Graham (1998)	WOM	Japanese (collectivist) firms rely more on WOM referrals than U.S. (individualist) firms.
Power Distance Pornpitakpan and Francis (2001)	Expertise	People from high power distance cultures are more influenced by expertise than people from low power distance cultures.
Lam, Lee, and Mizerski (2009)	WOM	High power distance has a positive effect on in-group WOM.
Uncertainty Avoidance Hofstede (1980); Hofstede, Hofstede, and Minkov (2010); Pornpitakpan and Francis (2001)	Expertise	High uncertainty avoidance cultures are more likely to rely on experts than generalists. Nonexperts are perceived as less competent than experts in high uncertainty avoidance cultures.
Kale and Barnes (1992); Kale and McIntyre (1991)	Relationship duration	Cultures high in uncertainty avoidance may exhibit a stronger resistance to change because of the high importance placed on stability.
Masculinity–Femininity Hofstede, Hofstede, and Minkov (2010); Kale and Barnes (1992); Steensma et al. (2000)	Performance	Whereas feminine cultures generally emphasize relationships and collaboration for achieving success, masculine cultures emphasize the importance of competitiveness and winning.

Culture is so pervasive, yet complex that it is difficult to define in short simple terms. It seems there are as many definitions of culture as there are anthropologists and social scientists, each defining it to suit his understanding and interpretation. To some, the term refers to finesse in self comportment. "A cultured person is one who behaves in a becoming way according to his society's standard of behavior, a gentleman, a well brought up lady, one that is so wholistically educated that he is at home with any given subject of discussion in art, music, literature, politics etc., who has cultivated taste for what society judges admirable and worthy of the human spirit" (Umoren, 1996). To others, culture refers to masquerades, traditional dances, festivals, traditional marriage etc. In this instance, fierce arguments in defence of polygamy, violence in masquerades, violence and extraordinary spending in the burial of the dead, etc. are heard of in the name of "our culture." According to Howard & Sheth (1969), culture refers to the "collective mental programming which people in a society have. This means that every individual's activities are directed by his or her own culture. Culture is also seen as selective man-made way of responding to experience, a set of behavioral pattern which means that culture influences or affects motives, brand comprehension, attitudes and intention to use. Thus culture is not only a narrow view of man's activities, but extend to include all the activities which characterize the behavior of particular communities of people the way they eat, how they talk, look and general behavioral pattern".

Hawkins et al. (1983) defined culture as that complex whole which includes knowledge, beliefs, arts, law, morals, customs and any other capabilities and habits acquired by man as a member of society. To Hawkins et al., term, "acquired by man" means that culture is socially learnt. The researcher therefore looks at culture as a total way of life of people living together. Every individual is subject to his or her culture, that is, the way people live, eat, dance, believe, dress, sing, etc. The general patterns of behavior by people accepted by them are influenced by their culture. Every form of culture is identified in term of language (Umoren, 1996). Language is a vehicle of culture. In short every language serves as a vehicle of the culture of the people who speak that language. In Nigeria there are 374 ethnic languages and groups. Some languages are found in more than one state. For example Yoruba is in six states, Igbos in four states, and Annang, Efik and Ibibio in two states. Hausa cuts across all the states in the North. These languages effects consumer behavior. To make consumer accept a product, language is used to promote the product. Advertising, personal selling, sales promotion and publicity cannot be effectively used without language. The MNC needs to understand this in going into any nations for any type of business. Adopting the symbolic theoretical approach, Umoren (1996) treated religion as a cultural system and defined culture as systems of symbols and meaning. There are three main religions in Africa: Traditional religion, Christianity and Islam. The development of man cannot be completed without one type of religion or another. In Nigeria, Christianity dominates the South, while Islam dominates the North and the traditional exists in both areas. Religions affect consumption behaviors and the purchase pattern of the individual. For instance, Islam in the North does not allow beer parlours and imbibement of alcohol, whereas in the South beer is sold everywhere. Because of religion some married women cannot move publicly as they like. All these affect the MNC marketing performance. They must adapt their product and promotion to suit their area of operation.

According to Busch & Houston (1985), values are enduring beliefs that guide behavior in specific situations. A value exists mainly at the individual level, but when it is substantially shared throughout a society, it becomes a cultural value. Knowledge of the socio-cultural sector in terms of cultural values is crucial to marketing, because cultural values influence the behaviors of most individuals in consumption situations. As cultural values shift, so will motives for buying products, and so the firm that fails to recognize this will overlook opportunities for new prod- ucts or changes necessary in existing ones. Cultural values are widely held beliefs that affirm what is desirable and have an impact on activities (Hawkins et al., 1983). These values affect norms, which specify an acceptable range of responses to specific situations. The beliefs, cultural values and norm in different countries show great variation. For instance, most Americans still believe in work, in getting married at appropriate age, in giving charity and in being honest. Some Nigeria people in the North can marry from the age of twelve. When products are introduced into one country from another, acceptance is far more likely if there are similarities between the two cultures.

Connotations associated with body motions, greetings, colors, numbers, shapes, sizes and symbols vary considerably across cultures (Pride & Ferrell, 1985), and these cultural differences have marketing implications that pertain to product development, personal sales, advertising, packaging and pricing. The home country of the multinational enterprises is usually the base of expansion and initial development of the firm. It houses the parent office, otherwise called the headquarters. The host country is where multinationals have their subsidiaries. According to Berham (1969), the characteristics of multinational firms are that they attempt to treat the various markets as one, to the extent to which the host countries government permit. They also respond to the market opportunities around the world and try to pull together various elements of the enterprises to take maximum advantage of its managerial know-how, advanced techniques and coordinated marketing. Finance functions, product differentiation, extensive advertising, advanced technology and managerial know-how are part to their known characteristics. Once a firm decides to be involved in international arrangements, management must decide which operational structure will be employed to implement this international venture. The structure depends upon whether the foreign arm is intended to remain as a secondary appendage to the parent body or whether management is interested eventually in developing a fully integrated world marketing enterprise. Nwokoye (1981) identified that the choice of a given structure is a function of both internal and external variables. The internal variables include: financial capacity, established corporate policies, size and experience in foreign operations. The external variables may include: economic and marketing information, legal restrictions, non-tariff barriers and political, social and cultural factors. However, six basic kinds of structure or involvement include: exporting, licensing, contract manufacturing, management contracting, joint venture and wholly owned subsidiaries. McCarthy & Perreault (1984) viewed marketing strategy a "big picture" of what a firm will do in some market, made up of two inter-related parts the target market and the marketing mix. The target market is a fairly homogenous (similar) group of customers to whom a company must appeal to while the marketing mix is the controllable variables, which the company puts together to satisfy this target group.

Pride & Ferrell (1985) saw a marketing strategy as that which "encompasses selecting and analyzing a target market (the group whom the organization wants to reach) and creating and maintaining an appropriate marketing mix (product, distribution, promotion and price) that will satisfy those people". In this instance, a marketing strategy forms the core of a successful marketing plan. It articulates a plan for the best use of the organization resources and advantages to meet its objectives. When choosing a target market, marketing managers try to evaluate possible markets to see how entering they would affect the firm's sales, costs and profits. They also attempt to determine, if the organization has the resources to produce a marketing mix that meets the needs of the particular target market and whether satisfying those needs is consistent with the firms overall objectives. They also analyze the size and number of competitors who already are selling in the possible target market. The target market therefore, is a group of persons for whom a firm creates and maintains a marketing mix that specifically fits the needs and preferences of that group.

Conclusion

Culture is a complicated whole and involves knowledge, beliefs, art, morale, traditions and every capability and habit of members of a society influencing individual consuming behavior. Complicated whole means that culture is a system with interdependent components and this makes it difficult to identify it. Social and cultural factors affect all aspects of consumer and purchaser's behavior and the global variety of these factors is of considerable significance for most companies in their planning and implementing marketing strategies. Difference in languages change the mean of an advertisement and difference in cultural structure may cause an item meet needs of various levels of that society. In a certain culture, a sewing machine may be considered as an entertaining device but a necessary one for survival of a family in another. Markets of different countries are influenced by a variety of factors one of the most important of which is culture. Advance of a successful international market depends highly upon understanding and recognizing differences between various countries and their different cultures. In fact, presence of ideologies, whishes, identities and determinations capable of coming to practice is a main requirement of development and progress in all fields. This national self confidence and self-esteem is the key to development and progress of our country and is defined and embedded in the field of culture. Hence, cultural beliefs and orientations should change to provide for manifestation of material effects of civilization such as extension of science and economy. According Hofsted's model it can be said that there is a direct relationship between social culture and marketing. In other words, success of international marketing depends highly on consistency of marketing decisions with cultural measures and the measures are considered as criteria to accept or deny marketing. The cultural dimensions are closely related with marketing strategy choices of business executives. It was observed that people from individualistic countries tend to choose differentiating and niche marketing strategies and people from long term orientation countries prefer focusing on the local market and take time to extend to new markets. These findings make perfect sense as long term orientation urges people to search for long term benefits and business practitioners from individualistic societies want to be different rather than creating a generic brand and covering the whole market.

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