



Università degli Studi di Macerata

Lezione 4

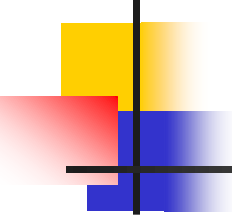
L'analisi dell'ambiente di marketing – La cultura

Corso di Marketing e Marketing Internazionale a.a. 2011-2012

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LE FORZE DEL MACROAMBIENTE

AMBIENTE DEMOGRAFICO

AMBIENTE → reddito reale

ECONOMICO → propensione al consumo
→ distribuzione redditi
→ modifica abitudini di spesa

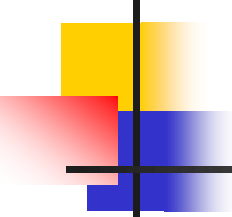
AMBIENTE FISICO

AMBIENTE TECNOLOGICO

→ accelerazione dell'innovazione
→ aumento degli investimenti in R&S
→ perfezionamenti di minore entità

AMBIENTE POLITICO E LEGALE

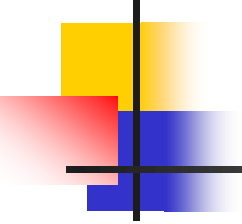
AMBIENTE CULTURALE E SOCIALE



L'ambiente culturale e sociale

“La cultura è il modo di vivere dell'uomo nel suo complesso”. Include tutti gli aspetti condivisi dai membri di una società quali:

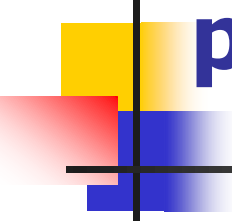
- regole comportamentali,
- credenze,
- valori (es. gruppo/individuo),
- lingua,
- usanze.



Dimensioni culturali

- ❑ power distance (high ◀▶ low)
- ❑ individualism ◀▶ collectivism
- ❑ masculine ◀▶ feminine
- ❑ uncertainty avoidance (high ◀▶ low)
- ❑ temporal orientation (short ◀▶ long)

(Geert Hofstede, "Cultures and Organizations")



power distance index

France

Italy

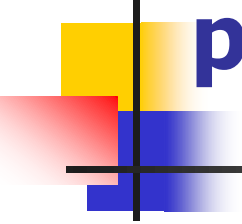
Germany

Britain

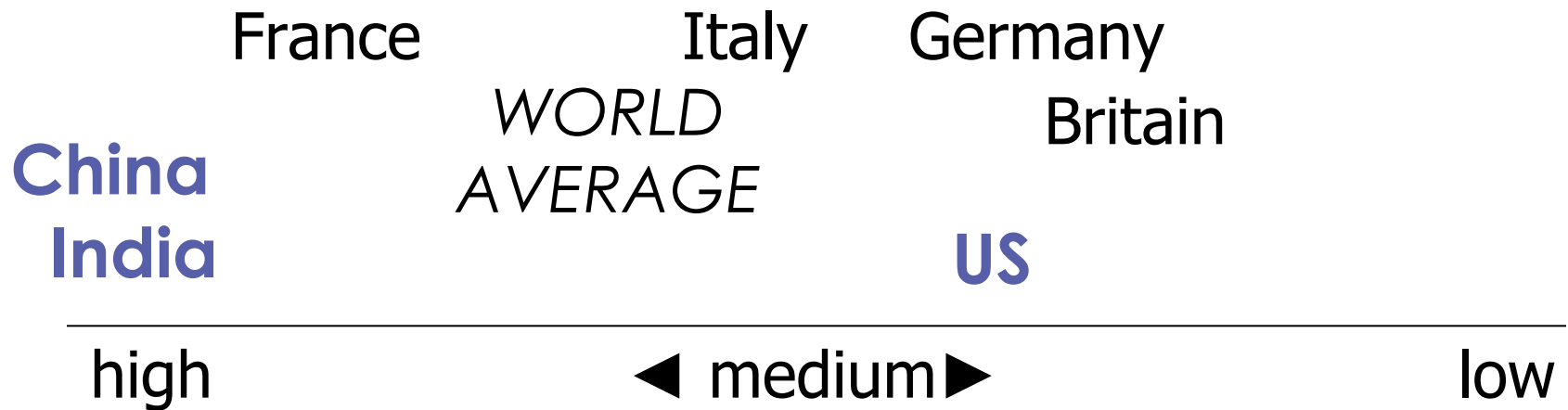
high

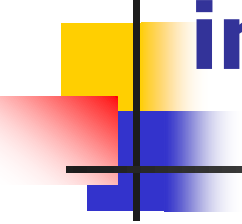
◀ medium ▶

low



power distance index





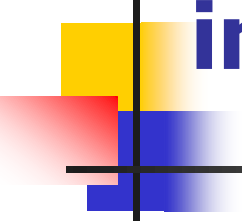
individualism index

France
Germany Italy
Britain

collectivism



individualism



individualism index

China

India

WORLD
AVERAGE

France
Germany Italy

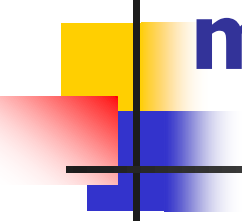
Britain

US

collectivism



individualism



masculinity index

France

Italy

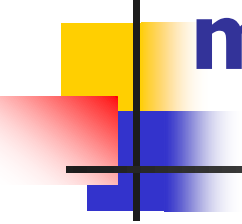
Germany

Britain

feminine



masculine



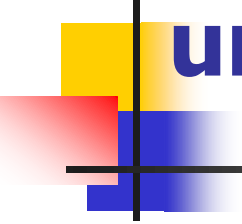
masculinity index

France **India** Italy
China Germany
Britain
WORLD
AVERAGE *US*

feminine



masculine



uncertainty avoidance index

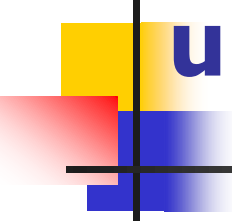
France Germany
Italy

Britain

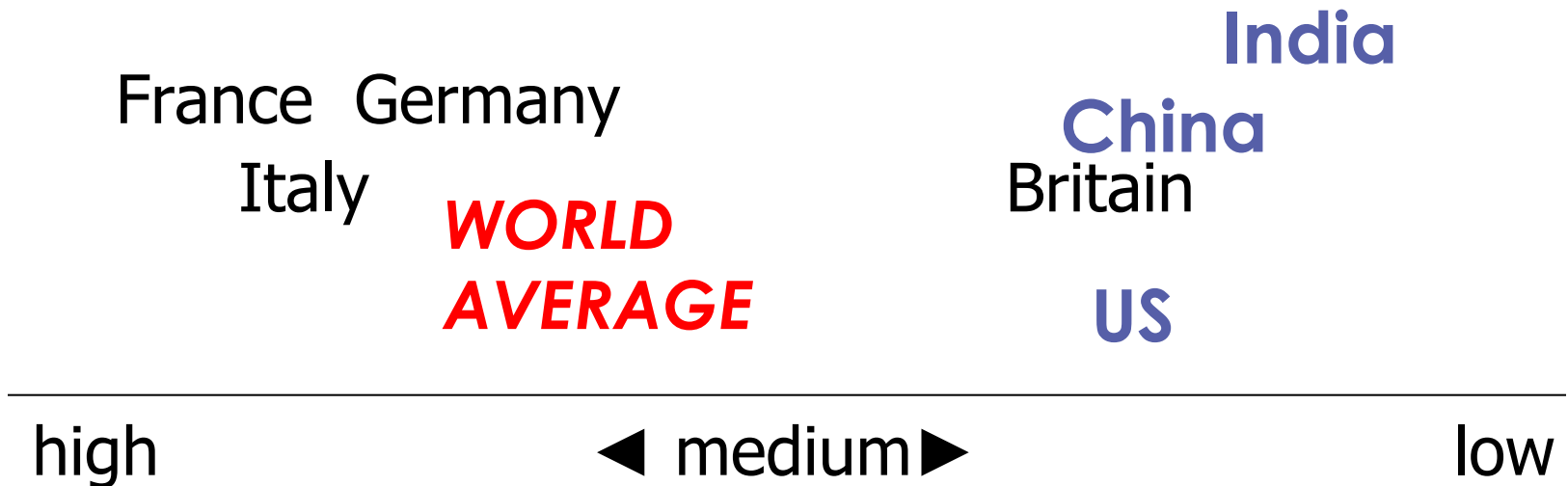
high

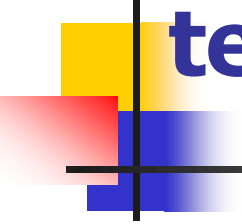
◀ medium ▶

low



uncertainty avoidance index





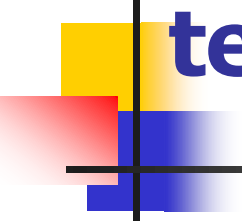
temporal orientation index

Germany
Britain

short

◀ medium ▶

long



temporal orientation index



Implicit organization models in the minds of business leaders:

SMALLER PD, WEAKER UA

NORDIC CTRS

ANGLO CTRS, USA

NETHERLANDS

market

LARGER PD, WEAKER UA

family

CHINA

INDIA

GERMAN SPK CTRS

BALTIC STATES

HUNGARY

machine

FRANCE, LATIN CTRS

POLAND, SE EUROPE

JAPAN, KOREA

pyramid

SMALLER PD, STRONGER UA

LARGER PD, STRONGER UA

Goals of business leaders perceived by MBAs (1999)

more & less important goals compared to other countries

in France

Power

Family interests*

Game and gambling spirit

Continuity of the business

Responsibility tds. employees

Creating something new

Staying within the law

Respecting ethical norms

Patriotism, national pride

Honor, face, reputation*

in the Netherlands

Game and gambling spirit

Responsibility tds. employees

Continuity of the business

Honor, face, reputation*

Responsibility tds. society

Personal wealth

Profits 10 years from now

Patriotism, national pride

Family interests*

Growth of the business

Goals of business leaders perceived by MBAs (1999)

more & less important goals compared to other countries

in U.K.

Staying within the law

This year's profits

Responsibility tds. employees

Responsibility tds. society*

Continuity of the business*

Game and gambling spirit

Profits 10 years from now*

Growth of the business

Power

Creating something new*

in Denmark

Creating something new*

Profits 10 years from now*

Honor, face, reputation

Staying within the law

Responsibility tds. employees

Responsibility tds. society*

Power

Family interests

Continuity of the business*

Personal wealth

Goals of business leaders perceived by MBAs (1999)

more & less important goals compared to other countries

in China

Respecting ethical norms*

Patriotism, national pride

Power

Honor, face, reputation

Responsibility tds. society

Family interests

Game and gambling spirit

This year's profits

Personal wealth

Staying within the law

in India

Continuity of the business

Patriotism, national pride

Power

Growth of the business

Profits 10 years from now

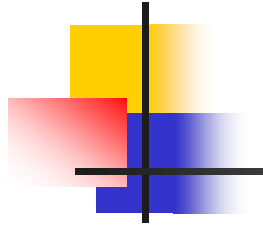
Family interests

Staying within the law

Game and gambling spirit

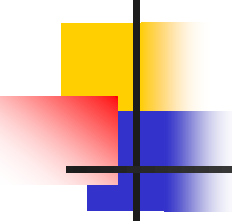
This year's profits

Respecting ethical norms*



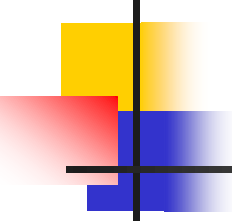
“For those who work in international business, it is sometimes amazing how different people in other cultures behave. We tend to have a human instinct that *'deep inside' all people are the same - but they are not.* Therefore, if we go into another country and *make decisions based on how we operate in our own home country* - the chances are we'll *make some very bad decisions.*”

(Geert Hofstede, “Cultures and Organizations”)



Evitare l'applicazione del criterio dell'autoreferenzialità

- Esaminare le caratteristiche culturali e ambientali del prodotto alla base del suo successo sul mercato interno
- Paragonare dette caratteristiche a quelle presenti nel mercato target
- Evidenziare le caratteristiche che presentano le maggiori discrepanze
- Apportare le variazioni al prodotto o non immettere il prodotto sul mercato



Riferimenti libro di testo

- Blythe Cedrola Cap. 2
- Herbig "La componente culturale dei mercati" in appunti integrativi
- Articolo Hofstede