

# **“MERDE A VOUS”**

**How (or how not) to address consumers  
across borders**

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**Roberto Lobl, IBOPE Media**

**Luisa Hinojosa, IBOPE Media**

**IBOPE**

## Abstract

This paper deals with the challenging task of communicating across different cultures. It's intended to shed some light in to the intricate values of Latin American cultures and identify those that are shared by most and the ones that keep cultures apart.

To understand the dynamics of values and attitudes in the region, authors have looked in to more than 100 opinion and attitude statements in 6 Latin American markets, benchmarked by 7 other western or emerging markets.

## Introduction

**Warning!** The title of this paper is a reference to a popular expression used on show business that is meant to wish luck to players before a show. Please, be advised that this study deals with communication issues when addressing consumers across borders, and more important across cultures. Authors are very sorry that readers are likely to be disappointed and frustrated if have looked in to this paper searching for scatological concerns about research, bad wording, irresponsible fun or any other exotic issues that is not our intention.

On a perfect world, brand owners should have the chance to add a complete disclosure after their messages, detailing what they meant, what their product stands for and how they can meet customer needs. Unfortunately, on the real world, a message has to contain all this in a very short and objective way. Moreover, in an increasingly global marketplace, it has to convey the same message across languages, borders and cultures.

Although this is not an easy challenge, it can be critical for the success or failure of a product, brand or campaign. This paper is meant to shed some light in to this issue by analysing opinions and attitudes that keep Latin Americans together or apart.

This paper describes our methodology and procedures on the Introduction and first 2 chapters. The specific dynamics of values and attitudes in Latin America is analyzed on chapter 3 followed by some insights on action standards for communication on the conclusion.

## Methodology

This study is based on more than 100 opinions and attitudes statements that are applied to Target Group Index respondents across Latin America and more than 50 other countries around the world.

The pattern of answers to these statements translates in to values that can be shared or not, by consumers in most markets. We called convergent values, those statements that were answered similarly in most markets; conversely divergent values are those that answer were very different at each market.

It's important to stress that our approach is to evaluate how far values are shared or not by consumers, based on how the same question is answered across different markets. Of course, the same wording can have different meaning across cultures, markets, even individuals. Our methodology aims at evaluating general values and not specific meanings, which can be the subject of a further study, and are likely to be analyzed at the local market level rather than a regional one.

## Measures

Our measure of convergence is based on the deviation of results from average (linear average, not weighted), divided by the average result. Table 1 illustrates how convergence and divergence works based on the average and average deviation. It's important to point out that these measures alone can't give an accurate indication of convergence and divergence, but only the combination of them.

**Table1**

Example	Observations					Average	Average Deviation	Ave Dev/ Avg	
	A	B	C	D	E				
1	100%	99%	95%	90%	85%	94%	5%	5%	<b>Convergent</b>
2	70%	66%	65%	78%	75%	71%	5%	6%	
3	20%	10%	10%	10%	20%	14%	5%	34%	<b>Divergent</b>
4	60%	40%	50%	30%	60%	48%	10%	22%	

Examples 1, 2 and 3 have the same Average Deviation (AveDev) but will lead to a different conclusion based on the actual Average (Avg) of observations. Therefore our measure of AveDev/Avg gives a much better assessment on how convergent or divergent are the answers to a specific statement.

All measures were based on linear average and not weighted. That's because São Paulo, Rio and Mexico City weight would offset data from all other cities.

It's important to point out that this measure (AveDev/Avg) will be used throughout this paper to analyse and understand the dynamics of opinions and attitudes. To make it simple it will be called from this point onwards as "our measure" or "AveDev/Avg".

## Markets

We concentrated our analysis on Latin American markets, using information from other markets as a guideline and benchmark to position the region on the global context. Information from western and emerging markets was called control studies.

**Table 2**

<b>Survey</b>	<b>Sample</b>	<b>Markets included in this study</b>
<b>TGI Latina</b>		
TGI Argentina	10.290	Buenos Aires
Target Group	16.768	São Paulo and Rio
<b>Index Brazil</b>		
TGI Chile	3.530	Santiago
TGI Colombia	4.138	Bogotá (Centro)
TGI Mexico	12.421	Ciudad de México DF
TGI Peru	3.000	Lima DF
<b>Control Studies</b>		
TGI Europa	55.000	France
		Germany
		Spain
		UK
TGI US	25.000	US
TGI China	70.000	Beijing, Shanghai and Guangzhou
TGI India	22.000	Bombay, Calcutta and Delhi
TGI Russia	36.000	Moscow and St. Petersburg

To eliminate possible bias from different geographical distribution or demographics, all analysis were filtered to urban adults, i.e., people 20 to

54 years living in Latin American cities with more than 3.5m inhabitants. Therefore all data and analysis was based on the top cities in Latin American cities rather than the whole country.

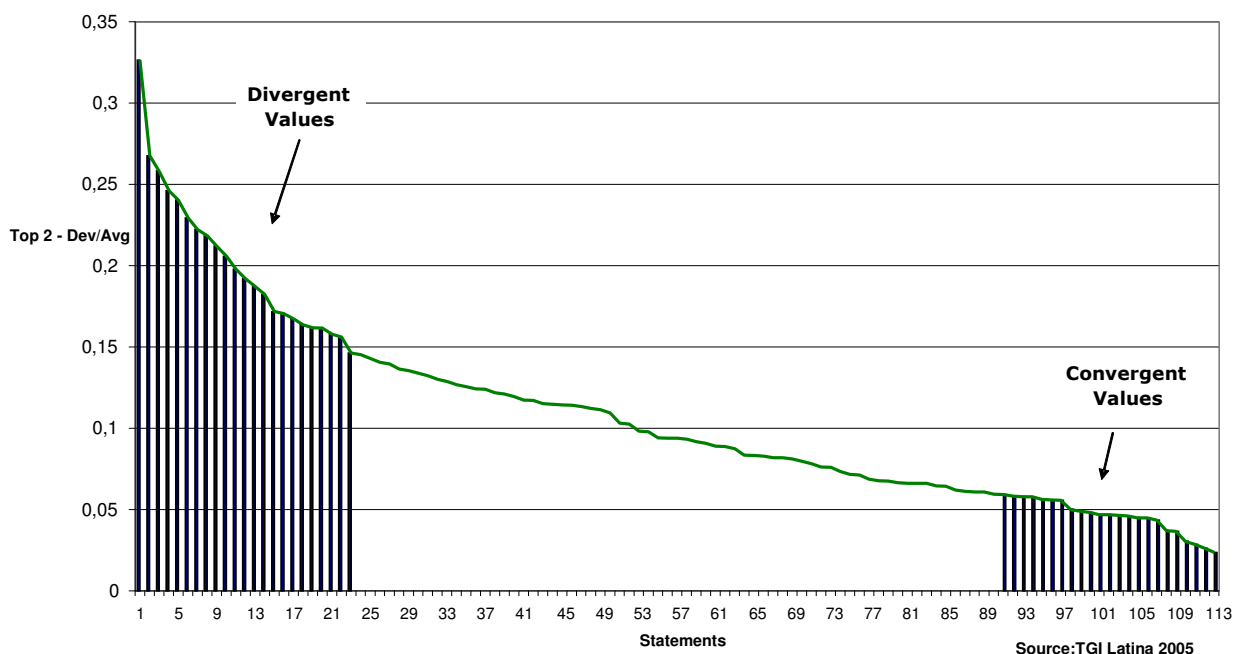
## Procedures

All positive answers (completely or somewhat agree) were ranked according to our measure of deviation from highest to lowest, being the highest the statement with more diverged answers.

Ranked statements were divided in to quintiles and the first one was called divergent. Convergent statements were left for the last quintile, as showed in graph 1.

**Graph 1**

### Deviation distribuion



The criteria of classification was based on quintiles to ensure that the top and bottom groups were clearly identifiable and differentiated but not too small to difficult the analysis.

## **1. Defining different values**

### **Convergent values**

Convergent values were identified when answers from different markets were very close to each other. In such cases we can say that Latin American markets coincide on that specific statement indicating a value that is shared by most markets in the region. Convergent values can be further divided in two groups.

### **Universal Values**

Universal set of values is related to statements that show similar answers not only throughout Latin America but on other markets surveyed. All have positive answers, i.e., respondents agreed with the statements, often at high levels.

**Table 3**

<b>Universal Values Agreement - Top 2 responses</b>	<b>Average Deviation/Average</b>				<b>All Markets</b>
	<b>Latin America*</b>	<b>Europe*</b>	<b>Western Markets*</b>	<b>Emerging Markets*</b>	
It is nearly always worth paying extra for quality goods	6%	20%	16%	9%	9%
I prefer to spend a quiet evening at home than to go out	6%	7%	11%	8%	9%
I like to have a circle of close friends who support me in hard times	6%	7%	7%	13%	11%
Children should be allowed to express themselves freely	5%	9%	9%	12%	12%
I think its important to have a lasting relationship with one partner	5%	5%	5%	8%	8%
You should seize opportunities in life when they arise	5%	10%	8%	5%	11%
I like spending most of my time home with my family	5%	10%	14%	8%	9%
I don't like to judge other people on the way they chose to live their life	4%	11%	12%	15%	10%
It is important to continue learning new things throughout your life	4%	12%	10%	12%	9%
I do not like being in debt	4%	4%	5%	6%	7%
It is important to be well informed about things	4%	6%	6%	10%	10%
If at first you do not succeed you must keep trying	3%	6%	5%	10%	7%
I like to understand about nature	3%	14%	11%	5%	5%

\* See note 1

Source: See table 2

### **Specific Values**

Specific values are common to Latin Americans but not to other markets. They tend to be very clear and objective, usually with 50% or more agreement.

Specific values offer the opportunity to differentiate a product or message for Latin American markets without running the risk of cross border misinterpretation. Of course, these values have to be reviewed when expanding outside the region.

## Divergent Values

Divergent values are the more complex and risky ones. Usually offer a good opportunity for differentiation and segmentation but have to be carefully understood as they can lead a brand or a message to success or failure depending on how and where used.

It's important to say that information on other markets on Table 5 is just illustrative, considering that if a statement is divergent for Latin America, it doesn't matter how it ranks for other markets.

**Table 5**

<b>Divergent Values Agreement - Top 2 responses</b>	<b>Average Deviation/Average</b>				
	<b>Latin America*</b>	<b>Europe*</b>	<b>Western Markets*</b>	<b>Emerging Markets*</b>	<b>All Markets</b>
I would pay anything necessary for good financial advice	33%	NA	NA	NA	NA
It is more important to do your duty than to live for your own enjoyment	27%	30%	25%	14%	22%
I trust homeopathic medicine	26%	30%	33%	25%	32%
If I won the lottery, I would never work again	25%	NA	NA	NA	NA
Among my friends, I am always the first to get new electronic equipment	24%	NA	NA	NA	NA
I am always the first to try a new health food or nutritional product.	23%	NA	NA	NA	NA
I am a vegetarian	22%	40%	34%	33%	53%
I'm willing to sacrifice my time with my family in order to get ahead	22%	36%	56%	21%	51%
I like others to think of me as financially successful	21%	NA	NA	NA	NA
I have the desire to make me a surgery to improve my appearance	21%	NA	NA	NA	NA
I enjoy taking risks	20%	25%	28%	25%	19%
I am a workaholic	19%	NA	NA	NA	NA
I always think of the calories in what I eat	19%	9%	8%	26%	28%
I like to stand out in a crowd	18%	26%	23%	26%	37%
We rarely sit down to a meal together at home	17%	NA	NA	NA	NA
I would pay anything for the electronic equipment I really want	17%	NA	NA	NA	NA
A woman's place is in the home	17%	41%	42%	22%	56%
My friends and colleagues often ask my advice on financial matters	16%	NA	NA	NA	NA
Computers confuse me, I'll never get used to them	16%	7%	6%	10%	11%
I like to try new drinks	16%	19%	16%	18%	14%
My friends often ask my advice before buying electronic equipment	16%	NA	NA	NA	NA
I often do things on the spur of the moment	16%	24%	22%	9%	7%
Real men don't cry	15%	64%	53%	10%	63%

\* See note 1

Source: See table 2

NA = Not Asked

It's important to point out that often divergent values show a low agreement level, indicating that refusal is stronger than agreement for that particular statement. As an example, agreement with the statement "Real men don't cry" has a high deviation and a low agreement level. In the other hand refusal is high at 72% with a lower deviation. That means that consumers agree with refusing the statement.

Statements that fall in this category are:

**Table 6**

<b>Divergent Statements</b>	<b>Agreement (Top 2)</b>		<b>Refusal (Bottom 2)</b>	
	<b>Average</b>	<b>AveDev/Avg</b>	<b>Average</b>	<b>AveDev/Avg</b>
If I won the lottery, I would never work again	28%	25%	57%	8%
I am a vegetarian	12%	22%	67%	9%
We rarely sit down to a meal together at home	30%	17%	57%	8%
A woman's place is in the home	18%	17%	67%	10%
Real men don't cry	14%	15%	72%	7%

## **2. Dynamics over time and different demographic segmentation**

Dynamics of opinion and attitudes over time is an important indicator on how stable is the concept presented on this paper on a longer term view. We have compared TGI figures for six successive releases covering the period 2002 to 2006 (2002/2005 fieldwork). These databases accounted for more than 200.000 respondents in Latin America, around 85.000 for the cities studied on this paper.

**Table 7**

<b>Convergent values</b>	<b>México DF</b>	<b>Buenos Aires</b>	<b>Lima</b>	<b>Santiago</b>	<b>São Paulo and Rio</b>
<b>Deviation over 6 releases (2005/2002)</b>					
I consider myself to be a conservative Catholic	6%	2%	5%	4%	2%
I would pay anything where my health is concerned.	1%	2%	2%	5%	2%
It is nearly always worth paying extra for quality goods	2%	7%	4%	7%	1%
I am always looking for new ideas to improve my home	2%	3%	2%	3%	2%
I am good with money	2%	2%	3%	1%	1%
I prefer to spend a quiet evening at home than to go out	3%	2%	3%	1%	1%
I like to have a circle of close friends who support me in hard times	1%	2%	1%	2%	NA
I am interested in other cultures and countries	1%	2%	3%	5%	2%
Children should be allowed to express themselves freely	2%	1%	1%	5%	2%
I think its important to have a lasting relationship with one partner	2%	1%	2%	4%	1%
You should seize opportunities in life when they arise	2%	1%	1%	4%	NA
Music is an important part of my life	1%	2%	1%	4%	2%
It is important that a company acts ethically	1%	1%	1%	3%	2%
I like spending most of my time home with my family	2%	1%	1%	0%	2%
I don't like to judge other people on the way they chose to live their life	1%	1%	NA	1%	1%
It is important to continue learning new things throughout your life	2%	NA	NA	3%	NA
I do not like being in debt	2%	1%	5%	4%	3%
I like to have control over people and resources	4%	3%	6%	2%	8%
It is important to be well informed about things	1%	1%	NA	3%	NA
It is important to be attractive to the opposite sex	1%	2%	3%	6%	1%
If at first you do not succeed you must keep trying	1%	1%	NA	3%	2%
I like to understand about nature	2%	1%	2%	1%	2%
I consider myself to be a creative person	2%	0%	3%	1%	2%

Source: TGI Latina 2005

Results were reassuring on the concept stability. Variation of responses to convergent values statements were under 8% over time, typically 3%, confirming that this set of values haven't changed significantly and that these statements could have been considered convergent for the last 4 years of data.

**Table 8**

**Divergent Values**

**Deviation over 6 releases (2005/2002)**

	México DF	Buenos Aires	Lima	Santiago	São Paulo and Rio
I would pay anything necessary for good financial advice	13%	5%	8%	33%	3%
It is more important to do your duty than to live for your own enjoyment	2%	7%	3%	4%	3%
I trust homeopathic medicine	10%	7%	31%	4%	3%
If I won the lottery, I would never work again	6%	4%	9%	3%	4%
Among my friends, I am always the first to get new electronic equipment	16%	20%	7%	5%	11%
I am always the first to try a new health food or nutritional product.	14%	5%	5%	7%	7%
I am a vegetarian	19%	12%	10%	16%	5%
I'm willing to sacrifice my time with my family in order to get ahead	4%	10%	3%	2%	5%
I like others to think of me as financially successful	4%	5%	6%	8%	5%
I have the desire to make me a surgery to improve my appearance	NA	NA	NA	NA	NA
I enjoy taking risks	8%	4%	3%	6%	4%
I am a workaholic	3%	5%	7%	6%	2%
I always think of the calories in what I eat	5%	5%	7%	1%	5%
I like to stand out in a crowd	4%	12%	6%	9%	4%
We rarely sit down to a meal together at home	5%	6%	3%	5%	3%
I would pay anything for the electronic equipment I really want	10%	11%	4%	10%	5%
A woman's place is in the home	6%	5%	9%	4%	3%
My friends and colleagues often ask my advice on financial matters	9%	7%	7%	7%	4%
Computers confuse me, I'll never get used to them	7%	5%	9%	7%	2%
I like to try new drinks	5%	5%	5%	5%	4%
My friends often ask my advice before buying electronic equipment	12%	8%	8%	4%	3%
I often do things on the spur of the moment	2%	3%	4%	3%	2%
Real men don't cry	12%	16%	11%	12%	14%

Source: TGI Latina 2005

As expected, Divergent values are less stable than Convergent ones, due basically to their controversial nature. Variation of responses over time was still low on average (8%) but some statements have effectively changed over time. More notable changes were:

- Homeopathic Medicine – Trust has increased significantly over time on the six markets.
- Vegetarians – Are on the rise in Mexico but going down in Chile.
- Real men don't cry – Agreement with this statement is still low but on the rise in all markets.

We have analyzed also the same metrics for different demographic targets (SES, Age and Sex) our aim was to check if for any specific target deviation would remain at similar levels.

As expected average agreement responses can vary for different targets, but deviation of responses from market to market doesn't change significantly, confirming that convergent or divergent values would remain under the same threshold for these key targets.

### **3. Dynamics of Values and Attitudes in Latin America**

#### **Convergent Values - Universal**

It's clear that any message or product associated to universal values is virtually risk free to be unaccepted by consumers across different cultures. They present an important combination of high agreement rates with low deviation across different markets or cultures.

Conservativeness and thoughtfulness seems to be the driving forces behind universal values. Some key elements are family, home, friends, controllable risk and debt avoidance.

As an example, debt avoidance or long lasting relationships are concepts that are well accepted across different cultures, no matter of divorce rates or money lending of a specific market.

**Table 9**

<b>Universal values</b>	<b>México DF</b>	<b>Buenos Aires</b>	<b>Bogotá</b>	<b>Lima</b>	<b>Santiago</b>	<b>São Paulo and Rio</b>	<b>AveDev/ Average</b>
<b>Agreement - Top 2 responses</b>							
It is nearly always worth paying extra for quality goods	64%	69%	70%	72%	66%	81%	6%
I prefer to spend a quiet evening at home than to go out	73%	67%	64%	73%	63%	72%	6%
I like to have a circle of close friends who support me in hard times	83%	85%	77%	90%	77%	91%	6%
Children should be allowed to express themselves freely	82%	78%	83%	89%	77%	76%	5%
I think its important to have a lasting relationship with one partner	78%	79%	79%	83%	75%	90%	5%
You should seize opportunities in life when they arise	87%	94%	89%	94%	81%	94%	5%
I like spending most of my time home with my family	85%	86%	83%	92%	81%	76%	5%
I don't like to judge other people on the way they chose to live their life	70%	72%	66%	76%	70%	78%	4%
It is important to continue learning new things throughout your life	86%	95%	89%	96%	84%	94%	4%
I do not like being in debt	71%	81%	69%	76%	75%	76%	4%
It is important to be well informed about things	87%	92%	86%	93%	86%	94%	4%
If at first you do not succeed you must keep trying	88%	92%	87%	95%	87%	89%	3%
I like to understand about nature	76%	72%	75%	80%	79%	76%	3%

Source: TGI Latina 2005

A typical message based on Universal values would be of a successful but not too wealthy, happy family together for breakfast, with kids getting ready to go to school and the husband to work.

This "picture" really looks familiar to several FMCG messages. If at one hand it's risk free in most markets, it does not offer much opportunities to successfully differentiate a product or message based exclusively on these values.

## Convergent Values - Specific

Differently to universal values they're very specific and can't be easily grouped. Music, creativity and attractiveness are important values for Latin Americans, and actually are easy to picture for those familiar with these cultures.

It's interesting to see that Latin Americans are quite concerned that a company should act ethically, in fact more than western or other emerging markets. This is an important reassurance for companies that are investing on social and environmental responsibility over the region.

**Table 10**

Specific Values Agreement - Top 2 responses	México DF	Buenos Aires	Bogotá	Lima	Santiago	São Paulo and Rio	AveDev/ Average
I am always looking for new ideas to improve my home	68%	63%	67%	80%	65%	66%	6%
I am good with money	57%	66%	65%	67%	60%	59%	6%
I am interested in other cultures and countries	69%	66%	66%	73%	58%	67%	5%
Music is an important part of my life	70%	65%	65%	72%	66%	73%	5%
It is important that a company acts ethically	80%	87%	81%	88%	78%	88%	5%
I like to have control over people and resources	40%	37%	37%	41%	42%	39%	4%
It is important to be attractive to the opposite sex	69%	73%	72%	71%	69%	77%	3%
I consider myself to be a creative person	79%	73%	77%	80%	79%	78%	2%

Source: TGI Latina 2005

To picture a message based on specific values, we may recall of people on the streets singing the jingle of a TV or radio advertisement. This happens thanks to the importance of music in the life of Latin Americans.

There is an interesting exception in this group. Different from all others, only 39% of respondents agreed with the statement regarding control over people and resources and a similar number disagreed; convergence to this statement is more related to the controversy it raised than to agreement with it. Therefore, if a message aims at raising controversy, this is the way to go.

## Divergent Values

Although divergent values cover several issues, there are some recurring statements on work, work ethics, risk taking, financial success and family that differ from market to market. More than understanding the characteristics of each country, we're concerned to those values that keep specific markets apart.

The drive for professional success even if at the cost of a poor personal or family life is much stronger for Mexicans and Peruvians. Argentineans are in

the opposite end giving much more value to their family life than to professional success. This case can be illustrated by a PDA that is more likely to communicate its agenda capabilities to Mexicans and the ability to show and organize family photos to Argentinians.

Brazilians are the less risk takers and workaholics in the region, in opposition to Mexican and Peruvians. In this same area, we found that Argentinians are the more impulsive ones in contrast to Colombians that like to stand out in the crowd.

**Table 11**

<b>Divergent Values Agreement - Top 2 responses</b>	<b>México DF</b>	<b>Buenos Aires</b>	<b>Bogotá</b>	<b>Lima</b>	<b>Santiago</b>	<b>São Paulo and Rio</b>	<b>AveDev/Average</b>
I would pay anything necessary for good financial advice	21%	11%	17%	28%	11%	11%	33%
It is more important to do your duty than to live for your own enjoyment	48%	24%	34%	74%	43%	53%	27%
I trust homeopathic medicine	46%	22%	31%	53%	45%	59%	26%
If I won the lottery, I would never work again	30%	32%	14%	22%	36%	36%	25%
Among my friends, I am always the first to get new electronic equipment	17%	8%	11%	14%	11%	17%	24%
I am always the first to try a new health food or nutritional product.	31%	20%	22%	37%	16%	25%	23%
I am a vegetarian	19%	10%	7%	12%	12%	10%	22%
I'm willing to sacrifice my time with my family in order to get ahead	55%	29%	39%	65%	40%	48%	22%
I like others to think of me as financially successful	14%	11%	21%	19%	13%	13%	21%
I have the desire to make me a surgery to improve my appearance	19%	16%	31%	22%	25%	32%	21%
I enjoy taking risks	50%	35%	43%	50%	39%	21%	20%
I am a workaholic	41%	27%	29%	44%	36%	25%	19%
I always think of the calories in what I eat	34%	24%	24%	44%	31%	38%	19%
I like to stand out in a crowd	38%	24%	46%	43%	29%	38%	18%
We rarely sit down to a meal together at home	34%	21%	28%	34%	25%	38%	17%
I would pay anything for the electronic equipment I really want	30%	19%	22%	29%	20%	21%	17%
A woman's place is in the home	22%	18%	14%	22%	20%	13%	17%
My friends and colleagues often ask my advice on financial matters	17%	14%	23%	21%	14%	18%	16%
Computers confuse me, I'll never get used to them	30%	27%	17%	19%	25%	24%	16%
I like to try new drinks	29%	30%	26%	37%	36%	20%	16%
My friends often ask my advice before buying electronic equipment	32%	20%	23%	30%	20%	26%	16%
I often do things on the spur of the moment	42%	45%	26%	41%	40%	32%	16%
Real men don't cry	17%	13%	12%	15%	16%	11%	15%

Source: TGI Latina 2005

Brazilians and Colombians are much more willing to do a cosmetic surgery than Mexicans or Argentinians. Finally, Brazilians are the least "macho" in the region, ranking the lowest for "A woman's place is in the home" and "Real men don't cry", while Mexico ranks the highest.

It's clear that when tackling divergent values, all stakeholders in the communication industry have to be very careful to choose the right messages for the right markets. One size fits all approaches are unlikely to be successful in all markets, can even be leading to disaster in some cases.

## **5 . Conclusion**

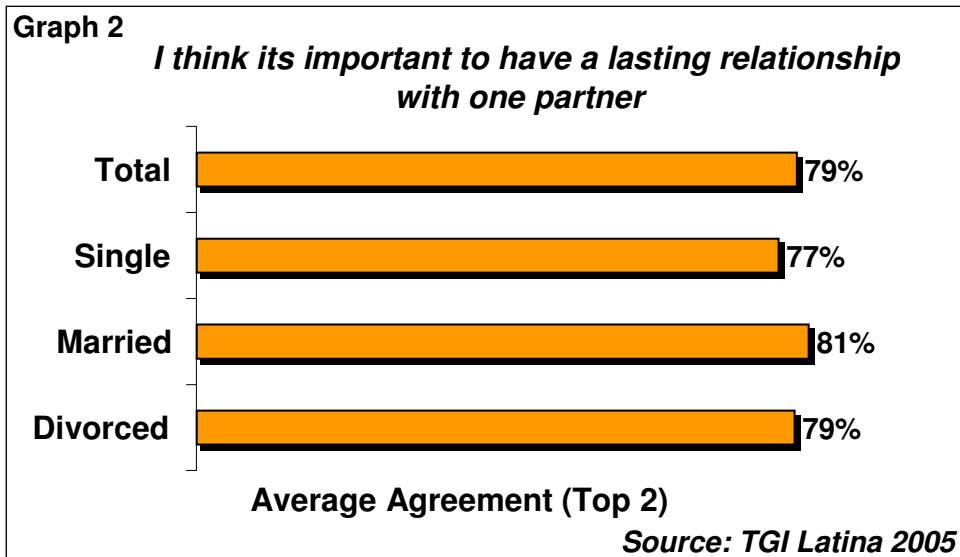
This paper aims at giving a better understanding on the challenges of addressing consumers across borders. It's not intended to be a complete guide but establish guidelines that can be checked against current or future messages.

Although our methodology is to use the same statement in all markets to better understand how consumers react to them across different cultures, we acknowledge that each statement has its own subtleties and may need to be specifically surveyed when designing a strategy.

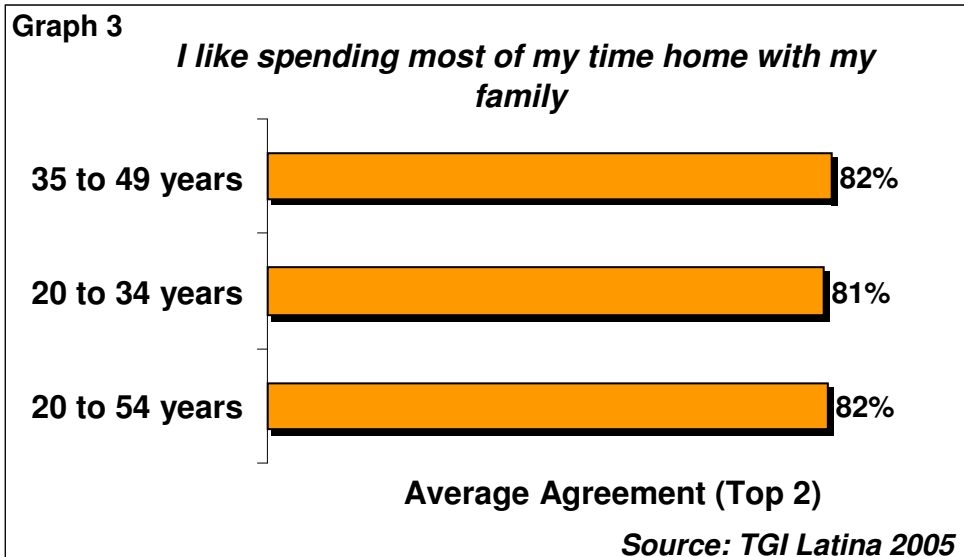
Dynamics of convergent and divergent values give guidelines on when and how to convey messages in the global marketplace. Some lessons that can be taken from this dynamics are important even though may look obvious to some:

**Don't challenge convergent values** – They tend to be widely and positively accepted across the markets surveyed either if Universal or Specific values.

Conservativeness and thoughtfulness are the driving forces behind Universal values in special family and relationships. No matter the marital status of respondents, long lasting relationships are important to all.

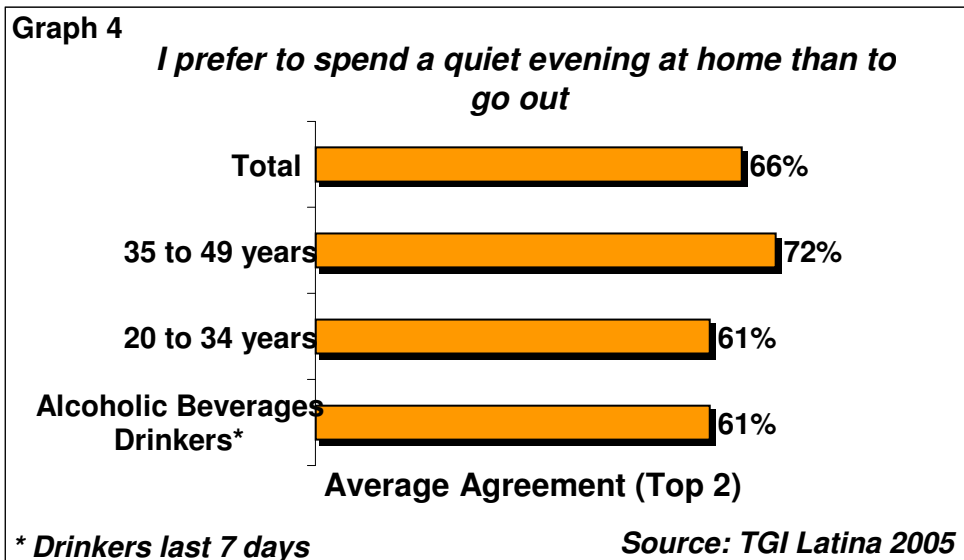


The same happens to spending time with the family that ranks high at all ages.



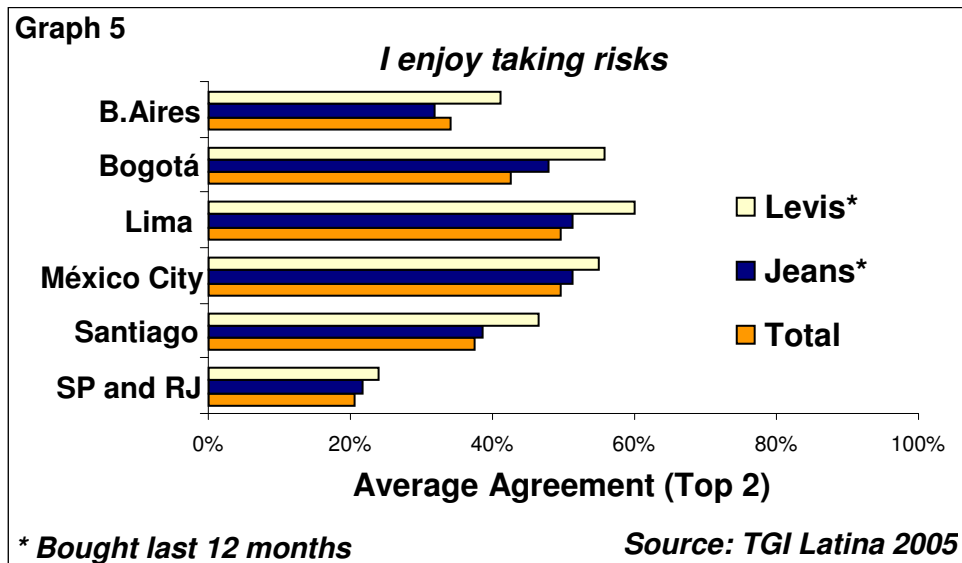
It's interesting to see that even in cases where the value don't fit well in the concept of a product or a whole category, as in the case of alcoholic beverages and the statement of "spending a quiet evening at home", the strength of convergent values prevail .

On graph 4 we can see that this industry can softly challenge this statement building on the younger generations that tend to less strongly agree with it. But even in this case the statement is quite well accepted by alcoholic beverages drinkers.



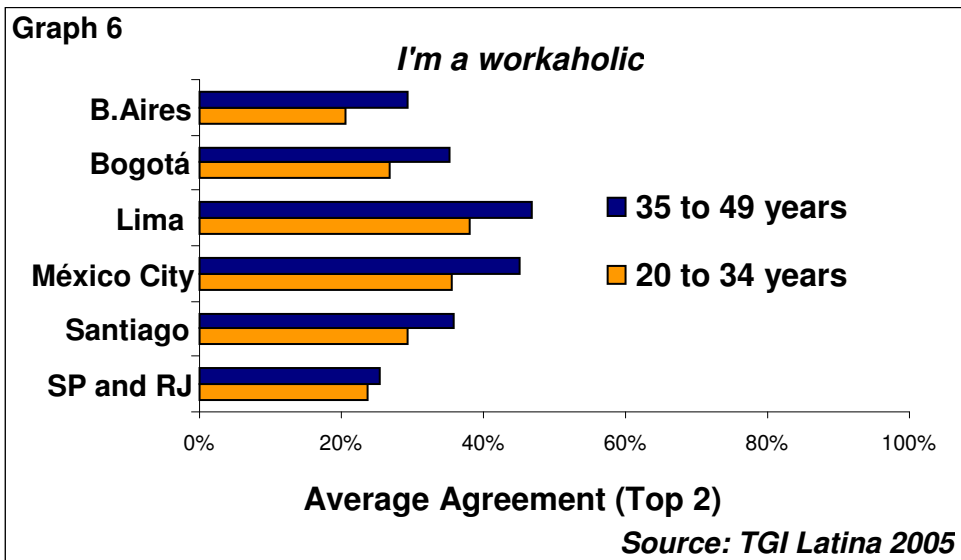
**Be careful with Divergent values** – This can be a good opportunity to differentiate a message or product image, but don't work the same way across all markets.

An interesting example is risk taking. Answers range significantly from aversion in Brazil to a reasonable acceptance in Mexico and Lima (50%). Jeans and in special the Levis brand is more associated with risk taking, but at very different levels at each market.



A message associated with risk taking would be fairly successful in México City and may help further differentiate the brand in Bogotá, Lima, and Santiago. In São Paulo or Rio the same message could be quite harmful for the brand image.

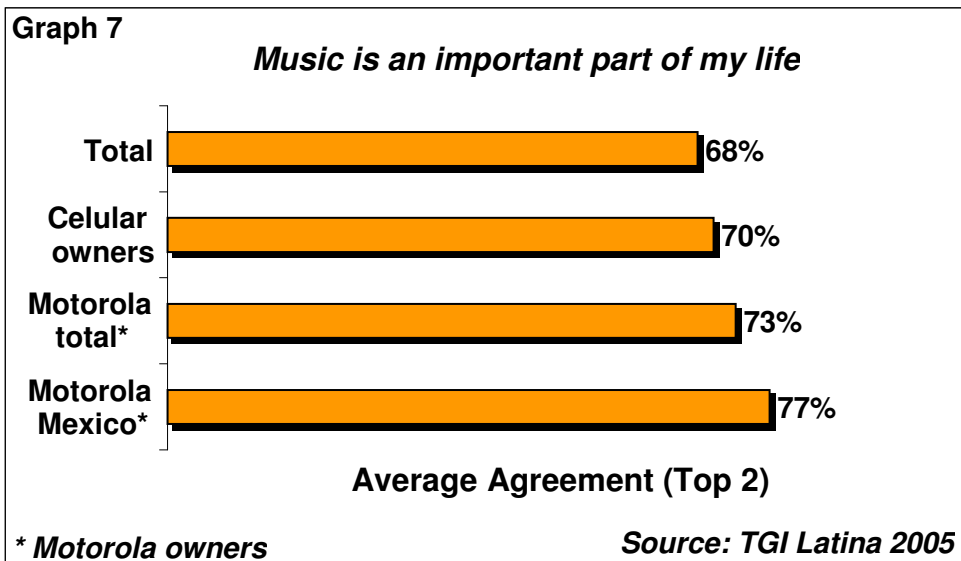
Targeting plays an important role on divergent values. On graph 6 we can see that people 35 to 49 is more likely to be workaholic than younger ones, but at very different levels from market to market.



Divergent values are a rich and important means of differentiation; but it's extremely important to pay close attention to how it's distributed across different markets and targets, which is the key for success or failure when communicating those values.

**Specific values can be a valuable approach** - Specific values offer much more particular values that can be effectively used and are widely accepted in Latin America.

Motorola has based a lot of its communication on music, leveraging an important Specific Latin American value. As we can see on Graph 6, this differentiation strategy not only tackled an important value, but may have helped improving the performance of the brand.



Specific values can be useful on differentiation strategies, in special for regional product that need to be positioned on values that are widely accepted in the region.

**Combination of values** – Most communication strategies are unlikely to deal with a single value but a combination of them. The success of a message will be the result of the values conveyed considering the specific target and geographical coverage for the product or brand.