

**Standardization, adaptation, and personalization of international corporate social
media communications**

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Abstract

This research examines both the standardization versus adaptation of Vodafone's international corporate social media communications strategy in study 1 and consumers' attitudes toward this strategy in study 2. Study 1 investigates Vodafone's strategy in Facebook through a content analysis and study 2 focuses on consumers' attitudes through a qualitative approach of 12 Facebook fans: 6 in the UK and 6 in Greece. The findings reveal that Vodafone implements a local strategy in corporate Facebook campaigns, taking into account the cultural differences between these countries. The results also indicate that the debate on the international corporate Facebook communications strategy should extend beyond the standardization/adaptation dichotomy, pointing out the pivotal role of personalization.

Keywords: Standardization/adaptation strategies; personalization; international corporate social media communications; UK; Greece

1. Introduction

Social media have recently attracted intense interest among organizations (Zhang & Mao, 2016). According to the annual research by the “Center for Marketing Research” of the University of Massachusetts, the usage of social media among the organizations enlisted in Fortune 500 has increased in 2015 (Barnes et al., 2015). Particularly, the usage of Facebook has reached 74% in 2015, an increase by 6% compared to 2014. Additionally, social media advertising spending as share of digital advertising expenditure is growing worldwide during the last years (Statista, 2015b). Facebook is dominating the social media scene with an ad expenditure rising up to 576.1 millions of £ during 2014, only in the UK (eMarketer, 2014).

Social media are “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, which allow for the creation and exchange of user generated content” (Kaplan & Haenlein, 2010, p. 61). Although most multinational corporations (MNCs) use social media (Barnes et al., 2015), cross-cultural studies investigating the social media as international advertising/promotional vehicles are scarce (Okazaki & Taylor, 2013). The present study aims to fill this research gap, answering Okazaki and Taylor’s (2013) call for research in the field of international corporate social media communications. Particularly, this study examines the standardization (versus adaptation) strategies MNCs use in corporate Facebook pages and measures consumers’ attitudes toward said strategies. Facebook is more popular (Ashley & Tuten, 2015) and the focus of more research than any other social media (Nelson-Field et al., 2012). Facebook’s active users amount to more than 1.49 billion during the second quarter of 2015 (Statista, 2015a).

The contribution of this research is twofold: a) the combination of two studies, first, a cross-cultural content analysis of Vodafone’s Facebook posts in the UK and in

Greece, based on the model of Wei and Jiang (2005), followed by in-depth interviews to 12 Vodafone fans (6 in the UK and 6 in Greece) and b) recommendations for enhancing customer engagement on Facebook.

The findings reveal that Vodafone adopts a local policy regarding its official corporate Facebook pages in the UK and Greece, in order to satisfy its fans' communication needs in each country. They also indicate that the standardization/adaptation dichotomy is not adequate enough to sufficiently express the different corporate communication strategies on Facebook, highlighting the pivotal role of personalization. MNCs should implement the global, glocal, and local strategies through a more personalized approach, by embracing the full spectrum of social media possibilities in order to achieve a higher customer engagement on Facebook.

2. Study 1

2.1. Background

This study examines the UK and Greece, two countries with culturally diverse environments. Prior studies have investigated the impact of their cultural differences on marketing communications usage (Hatzithomas et al., 2011; Vasalou et al., 2010). Following Hofstede's dimensions (2001), the UK is the most individualistic country in the EU, whereas Greece is among the most collectivistic ones. Greece holds the highest uncertainty-avoidance levels in EU, while the UK has one of the lowest. 2014's digital advertising expenditure amounts to £7.2 billion in the UK, where digital media is the first advertising choice amid all advertising means (IAB-UK, 2015). In contrast, the respective figure of digital advertising expenditure over the first nine months of 2014 in Greece amounts to €51.7 million, being the fourth choice regarding advertising means (IAB-Hellas, 2015).

This study focuses on Vodafone's international social media communications in the UK and Greece. Vodafone is one of the world leaders in the field of mobile communications and "the UK's most valuable brand with an attributed worth of US\$ 27 billion," as stated in Vodafone's Annual Report for 2015. Vodafone typically ranks either first or second in the local market shares, occupying more than 20%. Vodafone invests on social media and especially on Facebook in both countries, with 850,019 total page likes for Vodafone UK and 278,358 for Vodafone Greece. Vodafone's current decision to replace McLaren F1 sponsorship with social media-led events, across all Vodafone's markets around the world (Chapman, 2013), is an indication of Vodafone's central strategy to further invest on social media.

2.2. Standardization/adaptation of international advertising

An on-going debate about the standardization versus adaptation issue in international advertising has been taking place over the last five decades (Leonidou et al., 2010). The standardization school of thought claims that advertisers should focus on similarities rather than on differences, by maintaining a consistent advertising message among diverse markets (Agrawal, 1995). Advantages of the standardization approach include achieving economies of scale—by reducing planning, designing, production, and control costs of an advertising campaign—and attaining global brand awareness, image, and equity (Alden et al., 1999). The adaptation school of thought argues that advertisers should take into consideration the specific macro- and micro-characteristics among countries on their advertising strategy, by creating tailor-made advertising programs (Leonidou et al., 2010). The key benefits of this strategy are a higher degree of responsiveness toward the local needs, a higher degree of adaptation regarding the local behaviors, and an increased competitiveness in the local markets (Agrawal, 1995).

Since 2000, the discussion about standardization versus adaptation of international advertising has focused on the level of standardization of creative strategies and that of executional elements. Advertisers have begun adopting standardized creative strategies, while adapting the executional elements to the local needs (Ford et al., 2011). In this way, they maintain a global image for the advertised products and take into account the existing differences among cultures (Alden et al., 1999). Creative strategy along with the execution format shape the content and the presentation of an advertisement. Creative strategy relates to the overall strategy and the character of the message, whereas execution strategy relates to the use of visuals, copy, and appeals (Jiang & Wei, 2012).

Wei and Jiang (2005) develop a standardization model in which the combination of the extent of standardization in creative strategy and the execution results into four types of general strategy in international advertising (i.e., global, glocal, local, and single-case strategy). Global strategy pairs a highly standardized creative strategy with highly standardized execution. Glocal strategy stands for a highly standardized creative strategy with highly adapted execution, whereas local strategy reflects a highly adapted creative strategy with highly adapted execution. Finally, the single-case strategy is a highly adapted creative strategy with highly standardized execution. Through a content analysis of 210 print ads that used in international campaigns of MNCs, Jiang and Wei (2012) demonstrate that most MNCs implement the glocal strategy. The present study uses Wei and Jiang's (2005) standardization model to examine the degree of standardization in international social media corporate communications.

2.3. *Social media*

During last decade, social media have become increasingly popular and their usage and market value have increased, overcoming internet portals and search engines (Thelwall, 2009). The main social-media use motivations are entertainment, integration, and social interaction, personal identity, remuneration, and empowerment (Muntinga et al., 2011). Previous studies indicate that brand-related user-generated content differs across social media (Smith et al., 2012).

However, according to Okazaki and Taylor (2013), none of the previous studies examines social media as international advertising/promotional vehicles. The scarcity of research on social media in international advertising owes to the fact that MNCs global logic does not seem to fit the personalized culture of social media (Okazaki & Taylor, 2013). Berthon et al. (2012) stress the difficulty of standardizing corporate messages in social media and argue the need to consider the specific characteristics of local markets. Social media transfer the power from the company to the customer, whereas global integrated marketing communications pursue exactly the opposite route (Berthon et al., 2012). Prior studies have not investigated these two intense but seemingly contradictory trends of international social media advertising (Okazaki & Taylor, 2013). The present study addresses this research gap by formulating the following research question:

RQ1: What is the degree of standardization of creative strategies and executional elements in Vodafone's corporate Facebook posts in the UK and Greece?

2.4. *Method*

The data under analysis comprises 600 Vodafone's Facebook posts, dating from 2014. Data collection took place on a fortnightly basis during 2014 from Vodafone's official corporate Facebook pages in the UK (300) and in Greece (300). For each post,

the research recorded “likes,” “shares,” and “comments” 15 days after the date of the post.

The coding of creative strategies draws from Simon’s typology (1971). This typology proposes 10 creative strategies: motivation with psychological appeals, brand familiarization, repeated assertion, information, habit starting, argument, obligation, symbolic association, imitation, and command. The typology used to describe the aspects of the executional format appears in Koudelova and Whitelock (2001). This typology contains five groups of variables: format, product, visuals, humor, and sex, with each group containing several further elements.

The research conducted a pilot coding involving two native coders in each country on a sample of 100 posts of the previous year (2013). Each coder worked independently and analyzed the content of 300 posts. Inter-coder reliability coefficients ranged between 88% and 94% in both countries, based Cohen’s conditional Kappa (Cohen, 1960).

The study used Chi-square as the main test of significance to the level $p = 0.05$, because the variables of this study are dichotomous. A small chi-square contingency table of two rows and two columns allows for an easy interpretation of chi-square significance. When a cell’s expected value was less than 5, the study used Fisher’s exact test of independence instead of a chi-square analysis.

2.5. *Results*

The results show that Vodafone uses different creative strategies in the two countries (Table 1). Most differences are statistically significant, except for the use of “information” ($X^2 = 0.950$, $p < 0.330$), the “symbolic association” ($X^2 = 0.144$, $p < 0.705$), and the “imitation” ($X^2 = 0.369$, $p < 0.543$). In the UK, the creative strategy “motivation with psychological appeals” seems dominant ($X^2 = 8.941$, $p < .003$), whereas

“brand familiarization” ($X^2 = 36.202$, $p < 0.000$) ranks second in use. Contrary to the UK, in Greece, the creative strategies “habit starting” ($X^2 = 55.065$, $p < 0.000$) and “obligation” ($X^2 = 70.476$, $p < 0.000$) are particularly common. The messages seem more implicit and indirect in the UK, whereas in Greece they take the form of sales promotion. As the results suggest, the company does not implement a global strategy.

Table 1 here.

The execution formats are different in the two countries as well (Table 2). In the UK, the most common formats are “problem/solution” ($X^2 = 19.188$, $p < 0.000$) and “slice of life” ($X^2 = 9.618$, $p < 0.002$), whereas in Greece the company prefers “other” execution formats not included in this specific typology ($X^2 = 47.453$, $p < 0.000$). Statistically significant differences exist in the use of visuals: UK users prefer “realism” ($X^2 = 35.134$, $p < 0.000$) compared to “graphic display of points,” which is more favorable in Greece ($X^2 = 67.242$, $p < 0.000$). With regard to the “use of sex appeal,” the difference between corporate Facebook posts published in the two countries lies on the fact that only posts appearing in the UK show “nudity” ($X^2 = 8.108$, $p < 0.004$). Vodafone uses the same execution elements for the presentation of “products” and for the creation of “humor” in both countries.

Table 2 here.

According to Jiang and Wei (2012), when three out of five execution categories are significantly different ($p < 0.05$), the international advertising strategy is local. Hence, the results of the content analysis show that Vodafone adopted the local strategy, namely highly adapted creative strategies and executions.

The study uses a series of 2x2 ANOVAs to measure the effects of creative strategies and executions on “likes”, “comments,” and “shares.” The results justify the choice by Vodafone of different creative strategies in these two countries. “Brand

familiarization” influences “likes” ($F = 5.56, p < 0.02$) and “shares” ($F = 4.17, p < 0.04$) in the UK, while “habit starting” (“likes”: $F = 4.78, p < 0.03$ and “shares”: $F = 9.24, p < 0.002$) and “obligation” (“likes”: $F = 3.81, p < 0.05$ and “shares”: $F = 6.28, p < 0.01$) influence both “likes” and “shares” in Greece.

The use of executions does not follow the number of “likes,” “comments,” and “shares.” The “graphic display of points,” which Vodafone uses mainly in Greece, increases “shares” ($F = 3.66, p < 0.05$) in this country. However, “product display” leads to more “comments” ($F = 10.05, p < 0.05$) and “shares” ($F = 3.97, p < 0.05$) in Greece. In the UK, the use of “attractions” has a higher influence on “likes” ($F = 7.09, p < 0.008$), while the portrayal of intimate “relationships” leads to more “shares” ($F = 4.17, p < 0.04$), although Vodafone uses both of them at the same rate in the UK and Greece.

3. Study 2

3.1. Theoretical background

The content analysis of Vodafone’s corporate Facebook posts in the UK and Greece indicates that Vodafone implements a local strategy that combines highly adapted creative strategy and highly adapted execution.

Prior studies have identified the following factors influencing companies’ decision on the degree of standardization of their international advertising campaigns: (1) macro-environmental determinants, (2) micro-environmental determinants (industry- and firm-level determinants), and (3) consumer-related determinants (Melewar et al., 2009). Macro-environmental determinants such as the political, economic, social, legal (Melewar et al., 2009), cultural (Papavassiliou & Stathakopoulos, 1997), and physical environment have received much academic attention. Studies have extensively explored

the following micro-environmental determinants: the managerial and financial characteristics (Papavassiliou & Stathakopoulos, 1997), organizational experience and structure, marketing institution (Melewar et al., 2009). In terms of consumer-related determinants, the emphasis is mainly on consumers' expectations, attitudes, behaviors, experiences, and media habits (Melewar et al., 2009).

The research on consumer-related determinants is scarce and lacks development. Pae et al.'s (2002) study shows that consumers' attitudes toward standardized international advertising are more positive when they are familiar with the brand and the advertisement has a transformational style, whereas consumers' attitudes toward adapted international advertising are more positive when the levels of brand familiarity are low. Polegato and Bjerke (2009) conclude that consumers' attitudes toward ad execution elements influence the overall liking of a standardized advertisement. These studies designate that the creative strategies and executions may affect consumers' attitudes, perceptions, and beliefs toward standardized/adapted corporate social media communications across diverse countries. Consumers' attitudes, perceptions, and beliefs may form Vodafone's decision on the degree of standardization of its international social media campaign. Therefore, this study addresses the following research question:

RQ2: How do standardized (versus adapted) creative strategies and executions of Vodafone's corporate Facebook posts affect consumers' attitudes, perceptions, and beliefs in the UK and Greece?

3.2. *Method*

A total of 12 Vodafone's Facebook fans (6 British and 6 Greeks) participated in in-depth personal interviews. Each interviewee commented on four corporate Facebook posts (in English), from the UK and Greek pages that combined the following creative

strategies and executions: “brand familiarization,” “motivation with psychological appeals,” “habit starting,” “obligation,” “problem/solution,” “slice of life,” “product display,” and “graphic display of points”. According to the first study, these are the techniques Vodafone used the most in the UK and/or Greece. Answering open-ended questions, the participants commented which of those creative strategies and executions they liked more and why. To gain further understanding, the participants could discuss different issues that the literature deems relevant.

The study assesses the qualitative responses of the participants following Lincoln and Guba’s (1985) guidelines. Drawing on prior studies (Melewar et al., 2009), this research develops a list of macro, micro and consumer-related determinants. The procedure comprises the independent reading of participants’ responses and the recording of both the valence and the intensity of the attitudes the participants expressed per country, as well as the type of attitude determinant. For instance, the analysis of a Greek interviewee’s response was as follows: “This post is very (high intensity) good (positive valence). I really appreciate that the company seems to understand my financial difficulties (macro-determinant)”. Using the results of the in-depth interviews, the study formulated a new category of executional elements: the “personalized executions”.

4. Results

4.1. Creative strategies

The British participants express positive attitudes toward the “brand familiarization” creative strategy (the second most used in the UK), which they consider to be a non-intrusive approach, allowing them to gain a better insight of the MNC. Their responses for the creative strategy “motivation with psychological appeals” (the most

frequent in the UK) ranged in quite a similar way. They consider this strategy is a creative way for the company to present its arguments combined with positive and pleasant emotions. However, they formulate less positive attitudes toward this creative strategy than to the “brand familiarization.” Furthermore, the respondents have generally negative attitudes toward the creative strategy “habit starting” (the most frequent in Greece); they consider this strategy to be a “despicable” effort of the company to redeem their engagement, using sales promotion. Regarding the creative strategy “obligation” (the second most frequent in Greece), the respondents express negative attitudes, stating that company’s oppression, while surfing on a personal medium like Facebook, is not an appreciable approach.

Regarding the creative strategy “motivation with psychological appeals” (the most frequent category in the UK), the Greek participants claim that they only like that strategy when the strategy expresses “real emotions,” which help them identify themselves with the content in the Facebook posts. They feel that the strategy “brand familiarization” (the second most frequent in the UK) is of no special value and makes them feel as if the MNC has really nothing to say. In contrast, they express very positive attitudes toward the creative strategy “habit starting”, the most frequent category in Greece. The Greek respondents explain their positive attitudes stating that they feel as if the company rewards them not only for their “friendship” but also for the time spent on reading—and frequently answering—Vodafone’s Facebook posts. They also say that Vodafone appears to understand the difficult financial situation that they have experienced during the previous five years due to the Greek debt crisis. Finally, the respondents express favorable attitudes toward the creative strategy “obligation” (the second most frequent in Greece).

4.2. *General executions*

The execution format “problem/ solution,” does not induce positive attitudes among the British participants. They feel the post excludes them from the conversation with the MNC, as the corporate post itself addresses both the problem and the solution. However, they claim that this approach constitutes a good communication technique. The participants show positive attitudes toward the execution format “slice of life,” which seems to reinforce the sense that communication with the MNC develops on a daily and personal level. The participants also formulate slightly negative attitudes toward the execution “product display.” They like only the product display of new smartphones. Additionally, they have considerably negative attitudes toward the frequent use of graphic elements (graphic display of points) in corporate Facebook posts, because of these elements’ association with traditional media advertisements.

The Greek interviewees show slightly negative attitudes toward the execution format “problem/ solution.” They feel that this format is not creative and rarely provides a real solution. They show more favorable attitudes toward the execution format “slice of life,” which, according to them, establishes a feeling of intimacy between the users and the company. They had positive attitudes toward both the “graphic displays” and “product display.” These executions indicate that the MNC has done a professional job that makes Greek Facebook fans feel the content is worth sharing.

4.3. *Personalized executions*

Through the analysis of the responses, especially those of the British interviewees, a series of executional elements arise, which do not fit in the basic categories of the Koudelova and Whitelock’s (2001) typology. These executions are

only available through social media and they are “personalized executions;” they highlight personal traits of each user and the MNC’s brand identity on Facebook.

Particularly, the respondents referred to the opportunities Facebook posts offer for building “dialogue” between the MNC and Facebook users. For instance, Facebook posts that ask a question or answer a fans’ question or those that motivate Facebook fans to talk among themselves. Additionally, several respondents allude to posts that enhance their “familiarity” with the MNC. For example, some Facebook posts interact in a more personal tone, by using informal words, everyday photographs of the employees and/or customers, and by mentioning the names of Vodafone’s Facebook fans. The interviewees also mention to the “MNC’s brand identity” on Facebook. The communication with the MNC is personalized, only when the company’s identity is consistent and clear. Several respondents greet the company as one more friend. Thus, an inconsistent brand identity on Facebook seems as a “schizophrenic” and unstable friend.

5. Conclusions and discussion

The content analysis of Vodafone’s Facebook posts in the UK and Greece shows that the company follows a local strategy because its posts in both countries have a highly adapted creative strategy and a highly adapted execution. This finding is inconsistent with previous studies that reveal that MNCs usually adopt a glocal strategy in their international advertising campaigns in traditional media (Jiang & Wei, 2012; Wei & Jiang, 2005). However, the findings agree with the view of Berthon et al. (2012) MNCs find difficulties in adopting a standardized advertising strategy in social media.

The content analysis reveals not only the central strategy that Vodafone follows on Facebook, but also the creative strategies and executions the company uses in each

country. “Motivation with psychological appeals” and “brand familiarization” emerge as the main creative strategies in the UK, whereas “habit starting” and “obligation” constitute the main creative strategies in Greece. In the UK, “Problem/solution” is the predominant execution format, and “realism” the dominant visual approach, whereas “graphic display of points” predominates in Greece. The number of “likes,” “comments,” and “shares” compose the main criteria for the selection of the above creative strategies and executions. These criteria indicate the degree of significance Vodafone attributes to consumer-related determinants, when the company decides its standardization/adaptation strategy.

The participants’ responses in the in-depth interviews also reveal several macro- and micro-environmental determinants of their attitudes. The economic and political environments play an important role in Greece due to the debt crisis (macro-environmental determinant). Cultural determinants are important to British respondents to participate mostly through comments on Facebook. Micro-environmental determinants such as the company’s image are important for Greeks who want to see evidence of the corporate image in every aspect of corporate activity.

Particularly, the British participants see Facebook as their personal medium to enjoy communicating with companies in a loose and direct way similarly to what they do with their friends. They tend to comment on corporate Facebook posts to a great extent, and disapprove companies’ use of traditional advertising/promotional techniques, foreign to the personalized Facebook logic. The results agree with the study by Vasalou et al. (2010), which shows that the British are used to posting text and pictures on Facebook and to updating their status more frequently than their Greek counterparts. In the same vein, Karl et al. (2010) indicate that people in individualistic low uncertainty-avoidance societies such as the UK tend to post more information on

Facebook than their counterparts in collectivistic high uncertainty-avoidance societies such as Greece. Greek participants do more “likes” and “shares” and appear more positive toward traditional advertising methods (e.g., product display) and sales promotion (e.g., habit starting).

6. Implications

The main conclusion of this research is that the debate on the international corporate social media communication strategy should not merely follow the standardization/adaptation continuum. The in-depth interviews show that corporate Facebook fans seek for a number of executions that do not fit in the Koudelova and Whitelock’s (2001) typology. Some “personalized executions” cultivate “dialogue” between the MNC and its Facebook fans creating “familiarity” among them and helping the MNC to maintain a consistent “brand identity,” which plays a key role in the success of a Facebook advertising campaign.

Based on this finding, this study suggests four new international corporate social media communications strategies that enrich the four classic strategies (global, glocal, local, and single-case strategy) (Table 3). They highlight the “personalization” factor, a possibility that social media provide to companies to target personal attributes of individual consumers by adapting corporate posts to their needs. When the company fails to exploit this extra capability, the aforementioned four classic strategies remain. When the company exploits these strategies, the following four new strategies arise: personalized global, personalized glocal, personalized local, and personalized single-case strategy.

Table 3 here.

When a MNC follows a personalized global strategy, the company combines highly standardized creative strategies and general executions with highly personalized executions. The MNC maintains a global brand image and, without localizing its communications, the MNC initiates a personalized contact with each Facebook fan. The personalized global strategy does not consider the recipients of its messages as the communicants of a culture but rather as independent entities with individual-specific attributes. Personalized glocal strategy presupposes highly standardized creative strategies, highly adapted general executions and highly personalized executions. For instance, the company shapes its communication at three levels: global, local, and personal. Global brand image remains, whereas at the same time the company tries to adapt both to local and to specific personal needs of its consumers. Facebook fans group according to their cultural and national attributes and to their personal individual-specific characteristics. The personalized local strategy results in a combination of highly adapted creative strategies and general executions and highly personalized executions. The company takes into account the local characteristics of each culture and then tunes its creative strategies and general executions. At the same time, the company thoroughly learns the specific characteristics of Facebook fans separately and initiates a “dialogue” with them. The personalized single case strategy presupposes highly adapted creative strategies, highly standardized general executions and highly personalized executions. This strategy is special for certain situations, and for a short time. The four personalized international strategies can lead to improved results in corporate social media communications.

7. Limitations and future research

The small sample size is the main limitation of this study. In a future research, a greater sample would allow for a more thorough exploration. Furthermore, researchers

can further investigate the effect of Hofstede's, GLOBE's and Schwartz's cultural dimensions on social media communications.

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Table 1. Use of creative strategies by Vodafone in the UK and Greece

	UK		Greece	
	Ranking	n(%)	Ranking	n(%)
Motivation with psychological appeals	1	97(23.7)**	3	74(15.7)
Brand familiarization	2	80(19.5)***	5	29(6.1)
Repeated assertion Information	3	70(17.1)***	6	26(5.5)
Habit starting	4	53(12.9)	4	51(10.8)
Argument	5	42(10.2)***	1	145(30.7)
Obligation	6	34(8.3)**	7	16(3.4)
Symbolic Association	7	17(4.1)***	2	115(24.4)
Imitation	8	14(3.4)	8	14(3.0)
Command	9	3(0.7)	9	2(0.4)
Total, n(%)	10	0(0)	10	0(0)
		410(100)		472(100)

Notes: The total number of creative strategies exceeded the total number of the coded ads (UK=300; Greece=300) because ads that used more than one creative strategy are coded multiple times.

*P < 0.05, **P < 0.01, ***P < 0.001.

Table 2. Use of execution formats by Vodafone in the UK and Greece

Execution format	UK n(%)	Greece n(%)
<i>Format</i>		
Story	26(8.7)	20(6.7)
Slice of life	73(24.3)**	43(14.3)
Problem/solution	107(35.7)***	59(19.7)
Analogy	0(0)	0(0)
Others	94(31.3)***	178(59.3)
Total, n(%)	300(100)	300(100)
<i>Product</i>		
Demonstration of product	3(1.0)	3(1.0)
Product display	238(79.3)	240(80.0)
Product comparison	4(1.3)	1(0.3)
None	55(18.3)	56 (18.7)
Total, n(%)	300(100)	300(100)
<i>Use of visuals</i>		
Realism	190(62.9)***	183(40.8)
Fantasy or surreal visuals	26(8.6)	45(10.0)
Scenic beauty	21(7.0)***	10(2.2)
Graphic display of points	47(15.6)***	198(44.2)
Cartoons or animation	7(2.3)	12(2.7)
No visuals	11(3.6)***	0(0)
Total, n(%)	302(100)	448(100)
<i>Use of Humor</i>		
Pun	1(0.3)	1(0.3)
Joke	5(1.7)	8(2.7)
Ludicrous	2(0.7)	3(1.0)
Satire	0(0)	1(0.3)
Irony	0(0)	0(0)
Not used	292(97.3)	287(95.7)
Total, n(%)	300(100)	300(100)
<i>Use of sex appeal</i>		
Relationship	5(1.7)	9(3)
Attraction	19(6.3)	23(7.7)
Personal beauty	0(0)	0(0)
Nudity	8(2.7)**	0(0)
Not used	268(89.3)	268(89.3)
Total, n(%)	300(100)	300(100)

*P < 0.05, **P < 0.01, ***P < 0.001.

Table 3. Personalized international strategies in social media communications

Personalized global Strategy	Personalized glocal Strategy	Personalized local Strategy	Personalized single-case strategy
Highly standardized creative strategies	Highly standardized creative strategies	Highly adapted creative strategies	Highly adapted creative strategies
Highly standardized general executions	Highly adapted general executions	Highly adapted general executions	Highly standardized general executions
Highly personalized Executions	Highly personalized Executions	Highly personalized Executions	Highly personalized Executions