

Reading

1. What did McDonald's do in France to improve its image?

2. How do McDonald's products in Hindu and Muslim countries differ from their global products?

3. What does Coca-Cola do to its product at a local level?

3 Complete the paragraph with the following words.

communication improve create advantages increase sensitive market

The article speaks about some _____¹ of glocalization. It suggests various ways in which international companies can _____² relations with their local markets. Firstly they need to be _____³ to local needs. Then they need to _____⁴ products suited to local markets. Finally they must _____⁵ their products appropriately. In these ways they can improve _____⁶ with their markets and _____⁷ market share.

A Glocalization (*local + globalization*) is a new word. It describes the strategy of being global and being responsive to local conditions at the same time. It occurs, for example, when global corporations customize their global products to suit the local culture. While globalization has been criticized for causing problems, glocalization seeks to improve relations between the big international companies and their local customers.

B The American fast-food chain McDonald's is often the target of the anti-globalization movement. However, it is trying to be more sensitive to local needs. The French attacked McDonald's for its Americanization of French culture. So McDonald's got rid of its American mascot,

Glocalization

thinking globally, acting locally

Ronald McDonald, and adopted Asterix, a French cartoon hero, as its local company mascot. It also serves French-style coffee in its restaurants. To avoid offence in Hindu or Muslim countries, McDonald's does not serve beef or pork – the

Big Mac has become the vegetarian Maharaja Mac. Coca-Cola also creates products suited to local markets by producing local versions of the drink. Even Yahoo, the Web portal, uses local teams of people to analyse the content in

4. What does Yahoo do locally?

5. Why did Revlon lose sales to L'Oréal in Asia?

6. What positive results can come from globalization?

each of its international sites.

D If a company wishes to be internationally successful it has to market its products in different ways for each country. Revlon, the cosmetics company, used Cindy Crawford to advertise its products in Asia, while L'Oréal used a local Chinese star – Revlon lost sales to its rival. The modern globalized world is often de-personalized, and a business that can communicate better will increase its market share. Large charities, such as

E Oxfam, also create local solutions for individual countries instead of simply handing out money. So glocalization is not just about big business – it is a concept that can help the fight against poverty and inequality around the world.