

Corporate annals abound with cautionary tales of culture blunders, but one would rightly wonder: did the brand not sense—check the messaging? Finally create the tools that will enable global collaboration and minimise strategic leakage; guidelines, toolkits, content management systems. Jeremy Hemmings, the global account director said: "Marketing today is about telling great stories that demonstrate brand attributes in a way that is humane, stories that are able to transcend boundaries without getting lost in translation." As Marc Mathieu, SVP of Marketing, Unilever says 'While marketing used to be about creating myths, today it is about finding truths.' 'Glocal' – the status quo So, say you have found a brand mission, positioning and campaign that will resonate worldwide and will make a huge impact for the brand. Let's get down to the nitty-gritty: how do you make it work across markets, languages and cultures? Most importantly how do you communicate with your local markets to make it happen? Implementing the right transcreation and localisation strategy is key to a successful brand campaign and can be a real differentiator. Getting this right means you are where your customers are and that you speak to them in their own language by delivering culturally relevant messages and content. Getting this wrong can lead to alienated customers and lost sales. Marketers are increasingly facing the challenge of having to shape the square peg of their global ad campaigns into the round hole of the heterogeneous local market needs. Global brand teams are often faced with the cries of their local counterparts "My needs are different from the globally produced work", "This positioning/key message is not going to work here" and "Global doesn't understand my market." This universal human motivation unlocked a global brand positioning and a campaign line that as the drinks report mentions serves as "an invitation to consumers to express themselves in a genuine and authentic way, applauding conviction and self-belief". The 'Stay True, Leave an Impression' campaign portrays talents in all the accompanying brand communications 'that reflect their passion and commitment to staying true; demonstrating that whatever you do, it's about doing it with conviction, doing it because you believe in it.' The creative agency came up with a concept that is trying to "cut through some of the false gloss one would normally expect from similar brands in this category." No wonder issues such as TV adverts being rejected in individual markets because of legal regulations on claims and imagery, as well as flashing images, crop up when time is of essence. Often mistakes stem from linguistic errors, while others occur because of different meanings of body gestures, humour, colours, divergent social aspirations and cultural values. These challenges are usually exacerbated by decentralised budgets which normally impede adoption of central governance models and weaken global authority. Focus on global systems and streamline processes Make sure that you have an organisational architecture in place that enables collaboration, knowledge-sharing and empathy, and which ensures that you are making the best use of your resources for each channel and market. On the other hand, locally conceived advertising sacrifices consistency of global messaging and does not benefit from economies of scale. This advertising strategy entails local adaptation of a universal core idea in order to resonate in every single market, while maintaining global brand consistency. The typical scenario brands are facing is local stakeholders trying 'to reinvent the wheel' by developing local campaigns that differ strategically and creatively from the original one. Systematise mandatory vs adaptable elements Providing guidance on which elements of the brand campaign process are standard and which are adaptable is advantageous. This should be done carefully,

without compromising the brand positioning statement and key branding elements such as visual identity, logos, fonts & colours. The ability to create and deploy globally relevant positioning content and stories across all channels almost instantly, is more important than ever. Coca Cola's mission is 'To inspire moments of optimism', while Samsung redefined their brand mission and values in 2013 by using a more humanised mission statement: 'Inspire the world, create the future'. Conceived by M&C Saatchi, it starts with the understanding that people worldwide want to achieve their aspirations by staying true to their beliefs. How easy is it for global HQ to communicate with their local markets