



Consumers' Evaluation of Glocal Marketing Strategies of Global Firms in Turkey: An Example of a Glocal Product

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Abstract: This study aims to determine the impact of objective and subjective evaluations of consumers about Glocal marketing practices of global brands in Turkey. The data is collected from 200 consumers about their evaluation of local soup taste of Knorr brand. The findings reveal that evaluations of Turkish consumers favor Glocal marketing approach used by Knorr in terms of its marketing mix choices.

Keywords: *Globalization, glocalization, SERVQUAL, marketing strategies*

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INTRODUCTION

Globalization has economic, political, social, demographic, technological and cultural impacts around the world. All these have some economic value for societies. The expansion of goods and services is heating up the competition which is now becoming global in nature. This is where local brands are also fighting back to compete with their global counterparts. In this regard, the role of an effective and efficient marketing strategy is pivotal to ensure success in terms of attainment of competitive advantage for firms. The firms usually have three multiple choices when it comes to competing in host country markets such as: Global, Local, and Glocal. Since customers like to be part of a local brand but with a global presence so that to attain some prestige, the firms are also responding wisely while opting a Glocal strategy. This entails that global trademarks are combined with local symbols, bringing brands more culturally congruent yet being global at the same time. However, the socio-cultural sensitivity of host country consumers usually dictate either a firm has to use global, local, or a glocal strategy. In this regard, McDonald's is a good case in point. The firm produces vegetarian burgers in India instead of selling its traditional beef burgers due to the fact that consumption of beef is still a taboo for Hindu consumers. The glocal marketing strategies of recently growing number of global enterprises in Turkey has drawn attention. The global food chains such as; McDonald's produces McTurco; Starbucks serves Turkish coffee; Carte D'or offers traditional Turkish desserts as ice cream and Knorr produces local soup flavors. Various studies about the consumer assessment of the glocal products launched in Turkey and the influence of glocalisation on the brand evaluation has been performed. The result of these studies

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found that consumers favor global products with a local appeal (Çandemir & Zalluhoğlu, 2010; Dasig et al., 2017; Hacıfendioglu & ve Candan, 2009).

The research broadly attempts to put forth the question of how consumers subjectively evaluate glocal strategies implemented by global companies in Turkey? As identifying this question, SERVQUAL model (Zeithaml, Parasuraman, Berry, & Berry, 1990) for service evaluation was used. Instead of service quality dimensions of SERVQUAL model which was developed for the services, it is aimed to test the applicability of the model for a tangible product, especially for a brand which is employing a glocal strategy in Turkey. The theoretical significance of this study can be defined that in literature there is no study inspired from a model used in measurement service quality gap. Therefore this research is the first that attempts to apply SERVQUAL model to find out the gap between objective global product expectation and subjective product performance.

LITERATURE REVIEW

Glocal Marketing

The global marketing strategies require standardization which is not a popular approach due to consumer sensitivity as firms are now using more like a glocal approach to successfully compete in host country markets (Ekinci, 2010). Such a marketing approach is defined as; “*glocal marketing means that enterprises operating in the global market adjust their products or services to the local cultures*” (Dumitrescu, Vinerean, et al., 2010). According to Maynard (2003), glocal marketing is the performance of marketing planning through strengthening a positive perception about a brand all around the world, respecting local cultural values. Another perspective is: “*glocal marketing strategy aims to carry the current global strategy concept one step further by making local adjustments where and when necessary*” (Maynard, 2003). Keeping this in mind, glocal marketers are considering some local features to establish a brand image in host country markets (Foglio & Stanevicius, 2006).

Giddens (2003) argues that glocalisation efforts are now frequently happening and such a strategy is the future of global branding. Glocal marketing does not just produce and sell local products suitable for global market but it is the adjustment and relevant customization of global brands to suit the host country cultures and taste.

A significant characteristic of glocal marketing is development of a product to suite the requirements of local consumers. Firms can adopt two approaches to make it happen. One way is develop glocal marketing approach in global markets while the second approach is to develop differentiated glocal marketing approaches in the local markets (Foglio & Stanevicius, 2006).

Glocal Marketing Strategies

The glocal marketing strategy is based on the think globally, act locally mantra. This is a nice manner to design products and other marketing stimuli in order to convince local consumers. This involves customization of all the elements of a marketing mix (Sharma, 2013). The Table 1 below identifies global, local and glocal strategy approaches to global marketing.

Table 1 GLOBAL, LOCAL AND GLOCAL STRATEGIES

| | |
|--------|------------------------------|
| Global | Think globally, act globally |
| Local | Think locally, act locally |
| Glocal | Think globally, act locally |

The development of effective marketing mix strategies within the scope of glocal marketing strategies is a crucial element to ensure success of brands in host country markets. Therefore core element of marketing mix i.e., product, price, distribution and promotion should be carefully customized.

In order to obtain competitive advantage and to remain successful in host country markets, the expectations of local market consumers must be kept as a priority. In this regard, a thorough social and cultural audit will dictate the terms to launch a glocal marketing strategy for brands (Ekinci, 2010).

Product: The most important aspects of a glocal strategy is the product adaptation. Foglio and Stanevicius (2006) assert that customizing products keeping in view the local needs, demands and culture of the host country market can ensure success. The elements which can influence launch of a glocal marketing strategy are presented as Figure 1

below:

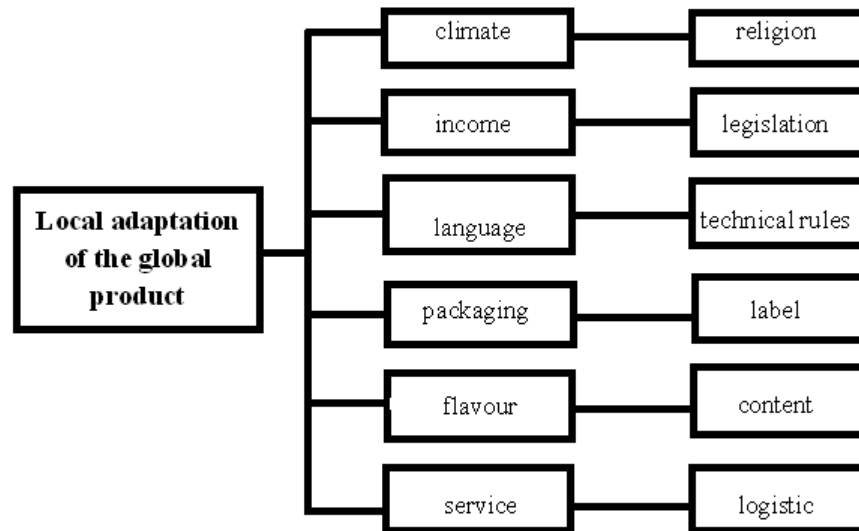


Figure 1 *Adjustable Alternatives for the Global Products to Meet the Local Market Needs* (Source: *Foglio and Stanevicius (2006)*)

According to a glocal marketing approach, global and multi-national corporations adapt their products in accordance with the local customs, traditions, religious beliefs and values of host country. For instance, McDonald's offers McTurca ayran and Classic Hot Chicken in Turkey, Mc Spaghetti in Philippines, vegetable Mc Nuggets, vegetarian burgers and mutton Big Mac menus in India due to the sacredness associated with cows and a widespread practice of consuming vegetables instead of beef. Moreover, the kiwiburger offered in New Zealand is also according to the consumers' nutrition habits (Çakır, Çakır, & Gursoy, 2011; Matusitz, 2010). Besides, serving Turkish coffee in Starbucks, Burger King's Sultan Menu, hot Bic Mac menu, inclusion of traditional flavors such as ayran, halwa, baklava with nuts to the menus in fast food restaurants, traditional Turkish soup variety offered by Knorr and traditional Turkish desserts of Carte D' or are few useful examples of glocal marketing approaches used by food brands in Turkey. The inclusion of locally appealing drinks to McDonald's menu in different countries (e.g., beer in Germany, wine France, ayran in Turkey and tea in Far East countries) are also examples of glocal marketing approaches (Çandemir & Zalluhoğlu, 2010; Çakır et al., 2011).

The manner in which products are presented also differs from one country to another and is based on the psychographic beliefs i.e., life styles of consumers. For instance, in Turkey instant soups are sold in packages in a dry powder form and are cooked by adding some water. However, they are sold in cans as ready-to-eat meals in USA. This indicates a convenience-oriented lifestyle among American consumers which is different than their Asian or Arab counterpartism resulting in different product strategies. Moreover, Knorr as a famous instant soup brand customizes its offering according to lifestyle and taste preferences of Turkish consumers.

In this regard, religion is one another determinant of a branding strategy. One of the examples is India as a country where consumers are fundamentally religious and are amongst the first few in the world to instantly boycott brands which are not respecting their religious beliefs. Another example is non-consumption of pork among Muslim societies where Pakistan as a religiously strict country has its own market realities. The global food companies in countries such as Pakistan highly customize their offers, advertising strategies, and the breadth and depth of product mix.

The product strategy includes elements such as brand, colour, flavor, odour, size, design, package and logos. There is a dire need to customize few of these features to adapt according to needs of host country nationals. One of the most important decisions taken by brands is packaging of products which has high social visibility. This way consumers can easily observe either it is adopted to local culture or otherwise. In culturally rigid markets, contents of product, the local language, and a certain type of package design is followed to convince customers (Kara & Şener, 2009). This way a product is offered via adopting a glocalization strategy. It is notable that a strict view of the socio-cultural events and the competitive landscape offers some guidelines to customize.

From a glocal perspective the best practice of packaging design is the traditional bottle design of Coca Cola as a brand. A Coca Cola bottle shaped like matryoshka doll in Russia and traditionally designed bottles of Coca Cola in Singapore attribute local/cultural meanings for the people of these countries (Sili, 2009).

Price: Another strategy element that global corporations should take into consideration while competing in the host country markets is their pricing approaches. The economic structure, social standards, and purchasing power parities vary from one country to another country. Hence in one country the price will be different while in other markets price is different, based on the dominant income levels of consumers in the host country markets (Ekinci, 2010).

In this regard, competition among brands in a given sector is yet another elements to dictate the pricing approaches. In addition to that factors such as international legal arrangements, exchange rate fluctuations, inflation rates, price controls, production and distribution costs and targeted profitability ratios help to determine a pricing strategy. McDonald's is an interesting case even in this manner to study the pricing strategies of global companies in host country markets. The company implements different pricing strategies in different country markets, wherever it operates. In doing so the company pays attention to consumer attitude and local competition as well (Vignali, 2001).

Distribution: Global enterprises should investigate in detail the markets, distribution channels, and logistics in order to successfully design a distribution channel approach in the host country markets. In this regard, speed of delivery and mutual trust are the important factors in identifying the distribution channels strategies (Kara & Şener, 2009). Since the design of the distribution channels in the glocal markets varies from one country to another country market, firms have this tendency to establish their own distribution channels networks (Quelch & Hoff, 1986). Glocal strategy impacts channel approaches which are designed according to environmental conditions of the host country (Rosenbloom, Larsen, & Mehta, 1997).

The strategy that global enterprises should implement while establishing distribution channels in the host country market is the indirect distribution through maintaining relationships with local distributors. The core reason behind this strategy is the in-depth knowledge of a local retailer about customers. A successful distribution management system under a glocal marketing strategy can be designed by keeping a critical eye on local customers, their demands, and physical spaces (Ekinci, 2010).

French brand, Louis Vuitton sells handbags which is a good example of a glocal distribution system. These handbags are distributed via display of these in shopping malls located in Hong Kong, United Arab Emirates and Romania. However, in America and European countries these handbags are not distributed in the same manner, rather more sophisticatedly as selling it via an ordinary display can damage the luxury brand image of Louis Vuitton (Dumitrescu et al., 2010).

Promotion: The local cultural values are taken into consideration before launching campaigns to promote the brands in the host country markets. In this regard, a special feature which is taken into consideration is the socio-cultural system of host country. The attention, interests, and needs of target markets are also considered so that a convincing yet culturally relevant advertising and promotions management program can be launched (Kara & Şener, 2009). Drawing attention with different advertisement practices emanated from different cultures is a good strategy to establish a decent communication with consumers. Yet, brand adaptation and a decrease in the promotion costs should be taken into consideration for international advertising practices to remain successful. The glocal strategy, appreciated by target markets can ensure success (Hsiao, 2008).

It is notable that core aim behind adoption of a glocal strategy is not just to design a culturally relevant advertisements, rather some brand engagement activities are yet another facet of a successful promotions strategy (Maynard, 2003; Nugraha & Indrawati, 2017).

The advertising strategies adopted by Coca Cola in Turkey are one good example of brand glocalisation strategy. The ads feature traditional and religious values during holy month of Ramadan. These commercials portray preparations for iftar while highlighting few sub-cultural groups. The approach has been successful so far due to cultural congruence. For instance, gatherings during iftar time, consuming food, and happiness while portraying some spiritualistic values are true depictions of culture during month of fasting. Moreover, the message that Coca Cola stands with you and your family or friends as you are breaking fast also indicates a culturally relevant tagline and is designed according to a glocal approach (Elden, 2005).

One of the problems associated with global commercial is the language differences between home and host countries. On a challenging note, the translations may cause a number of misunderstandings and the commercial may lose its original creative. In this respect, global enterprises should avoid making mistakes by focusing too much on

local language of the host country rather must understand it more thoroughly (Elden, 2005).

One of the most successful examples of glocal marketing promotion strategies is the story of a cow reflecting the holiness which takes place in one of the commercials launched by Coca Cola in India. On this basis, it can be said that this figure clearly means holiness to a Hindu while this religious group comprising a large part of Indian society. This also demonstrates as how global image and local relevance can be combined together to create value. Being in harmony with all (religious, traditional and legal etc.) values of a society is an essential element of being a global brand while at the same time encompassing, embracing and reinterpreting the local iconness (Sili, 2009).

For example, in China, since the white face of Ronald Mc Donald clown, who is the commercial face of the company, symbolizes death. The commercials were banned and the company had to make significant changes. This is how a global corporation has to reshape and customize its promotion activities according to host country dynamics (Dumitrescu et al., 2010).

The promotion strategies while using mass media is full of risk in case local culture is not studied well. For example, young consumers especially in emerging countries such as China and Turkey show interest in global products. For example, as a global music channel, MTV has influence on youth, their likes and consumption habits around the world (Serdönmez, 2014). It can be inferred that young people who follow MTV are more likely to consume global products which are publicized via this channel while their taste of music is also shaped accordingly.

METHODOLOGY

Keeping in line the core aim this study to examine the consumer's objective and subjective evaluations of glocal marketing strategies adopted by global firms in Turkey, a survey based approach is followed to collect data. An instrument was designed and administrated among Turkish consumers. Few previously established and validated scales were adopted (Çandemir & Zalluhoglu, 2010; Hacıfendioğlu & ve Candan, 2009) regarding marketing mix. On the other side, few personel interviews with brand manager of manufacturer of Knorr brand were also conducted. As is mentioned before researchers inspired from SERVQUAL model developed (Zeithaml et al., 1990) to measure the gap between general expectation and specific product performance.

The researcher replaced the marketing mix (product, price, place and promotion) instead of service quality dimensions (reliability, assurance, tangible, empathy, and responsiveness). The expectations referred to as objective evaluation of glocal marketing strategies and perceptions referred to evaluation of subjective glocal marketing strategies respectively. A specific product namely Knorr traditional soup in this study is concerned as perception. The measure for both consumers' objective and subjective evaluations of glocal marketing strategies were measured on a five-point Likert-type scale ranging from 1=strongly disagree to 5=strongly agree. The survey instrument was pretested with five academicians to further assure that survey questions are clear. Based on the feedback of these pretests, the instrument was further improved and refined.

The survey instrument was divided into three parts. At the beginning, the terms of global and glocal were defined for the respondents. In the first part, there are 16 statements related to the consumers' objective evaluations of general glocal marketing strategies while in the second part, similar 16 statements are adapted for Knorr Traditional Soups. In the third part, there are 5 demographic questions. By using a convenient sampling technique, a total of 200 useable questionnaires were received and put into analysis.

RESULTS

Characteristics of the Sample

There were 53 percent respondents as females while 47% were males. Moreover, 39.5% aged between 26-35 years old, 81.5% have undergraduate and graduate degrees, and 58.5% of the respondents were married. Finally, 47.5% have personal income between 2000-400 Turkish Liras.

Mean Scores Analysis of the Statements

The core objective of this study was to determine the consumers' objective and subjective evaluations of glocal marketing strategies applied by Knorr brand in Turkey. Hence in order to achieve this core objective, a total of 32 statements (16 for objective evaluation and 16 for subjective evaluation) were utilized. Table 2 below presents the Mean and Standard Deviation values of the objective evaluation of consumers on a 5-point Likert scale.

Table 2 THE MEAN SCORES OF THE CONSUMER'S OBJECTIVE EVALUATIONS OF GLOCAL MARKETING STRATEGIES IN TURKEY

| | Mean | SD |
|--|------|-------|
| The quality standards of the products produced with glocal marketing strategies in Turkey is satisfactory. | 3.57 | 1.095 |
| The variety of the products produced with glocal marketing strategies in Turkey is sufficient. | 3.64 | 1.086 |
| Providing the ingredients of the products produced with glocal marketing strategies in Turkey from the local producer is important for me. | 4.04 | 1.036 |
| Turkish societies' culture and believes are concerned during the selection of the ingredients used in products produced with glocal marketing strategies in Turkey. | 3.83 | 1.056 |
| I like the products produced with glocal marketing strategies in Turkey. | 3.77 | 1.093 |
| Concerning religious values in diversification of the products produced with glocal marketing strategies in Turkey has positive effect on consumers purchasing decisions. | 3.97 | 1.002 |
| The prices of the products produced with glocal marketing strategies in Turkey are acceptable. | 3.65 | 1.078 |
| I think, the money I pay to the product produced with glocal marketing strategies in Turkey is worth. | 3.64 | 1.124 |
| A global brand with an affordable price and good quality can be purchased in Turkey due to the glocal marketing strategy. | 3.81 | 1.038 |
| The prices of the products produced with glocal marketing strategies in Turkey are determined appropriately to the market. | 3.77 | 1.036 |
| The products produced with glocal marketing strategies in Turkey are offered to sale in right markets as convenient for consumers. | 3.88 | 0.921 |
| It is easy to reach to the products produced with glocal marketing strategies in Turkey. | 3.89 | 0.984 |
| I am knowledgeable about the products produced with glocal marketing strategies in Turkey. | 3.85 | 1.011 |
| The language used in the commercials of the products produced with glocal marketing strategies in Turkey is appealing to our society. | 3.92 | 0.960 |
| The theme used in the commercials of the products produced with glocal marketing strategies in Turkey is appealing to our society's emotions, feelings and thoughts. | 3.89 | 1.038 |
| Sales Promotions such as present, coupons given with the products produced with glocal marketing strategies in Turkey are appropriate for the expectations of our society. | 3.71 | 1.032 |

• Scale: (1) Certainly Disagree (5) Certainly Agree

The highest mean score belongs to statement; "Providing the ingredients of the products produced with glocal marketing strategies in Turkey from the local producer is important for me" ($M = 4.04$). It is followed by the statement; "Concerning religious values in diversification of the products produced with glocal marketing strategies in Turkey has positive effect on consumers purchasing decisions." ($M = 3.97$).

On the contrary, the statement; "The quality standards of the products produced with glocal marketing strategies in Turkey is satisfactory" has the lowest mean score ($M = 3.57$) and it is followed by another statement; "I think, the money I pay to the product produced with glocal marketing strategies in Turkey is worth" ($M = 3.64$). The Cronbach's Alfa is 0.95 for both of these scales.

Secondly data was to factor analyses but it only produced one factor. Considering the research conducted by Haciefendioğlu and ve Candan (2009) where the items were analyzed according to marketing mix elements, we followed and calculated the total mean score for each marketing mix element.

Thirdly, data was analyzed based on consumers' objective evaluations. The Knorr brand with its traditional soups offered in Turkey considered and Mean and Standard Deviation of related statements were calculated (Table 3).

Table 3 *MEAN SCORES OF THE CONSUMER'S SUBJECTIVE EVALUATION OF GLOCAL PRODUCT (KNORR TRADITIONAL SOUPS)*

| | Mean | SD |
|---|------|-------|
| The quality standards of the Knorr Traditional Soups produced with glocal marketing strategies in Turkey is satisfactory. | 3.81 | 1.073 |
| The variety of the Knorr traditional Soups produced with glocal marketing strategies in Turkey is sufficient. | 3.92 | 0.950 |
| Providing the ingredients of the Knorr Traditional Soups produced with glocal marketing strategies in Turkey from the local producer is important for me. | 4.02 | 1.096 |
| Turkish societies' culture and believes are concerned during the selection of the ingredients used in Knorr Traditional Soups produced with glocal marketing strategies in Turkey. | 3.91 | 0.998 |
| I like the taste of the Knorr Traditional Soups produced with glocal marketing strategies in Turkey. | 3.92 | 1.009 |
| Concerning religious values in diversification of the Knorr Traditional Soups produced with glocal marketing strategies in Turkey has positive effect on consumers purchasing decisions. | 3.98 | 0.976 |
| The prices of the Knorr Traditional Soups produced with glocal marketing strategies in Turkey are acceptable. | 3.89 | 0.895 |
| I think, the money I pay to Knorr Traditional Soups produced with glocal marketing strategies in Turkey is worth. | 3.88 | 1.003 |
| A global brand with an affordable price and good quality Knorr Traditional Soups can be purchased in Turkey due to the glocal marketing strategy. | 3.92 | 0.911 |
| The prices of the Knorr Traditional Soups produced with glocal marketing strategies in Turkey are determined appropriately to the market. | 3.92 | 0.945 |
| Knorr Traditional Soups produced with glocal marketing strategies in Turkey are offered to sale in right markets as convenient for consumers. | 3.90 | 0.871 |
| It is easy to reach to the Knorr Traditional Soups produced with glocal marketing strategies in Turkey. | 4.04 | 0.905 |
| I am knowledgeable about the Knorr traditional Soups produced with glocal marketing strategies in Turkey. | 3.98 | 0.992 |
| The language used in the commercials of the Knorr Traditional Soups produced with glocal marketing strategies in Turkey is appealing to our society. | 4.00 | 0.926 |
| The theme used in the commercials of the Knorr Traditional Soups produced with glocal marketing strategies in Turkey is appealing to our society's emotions, feelings and thoughts. | 3.84 | 0.992 |
| Sales Promotions such as present, coupons given with the Knorr Traditional Soups produced with glocal marketing strategies in Turkey are appropriate for the expectations of our society. | 3.69 | 1.046 |

• Scale: (1) Certainly Disagree (5) Certainly Agree

As per Table 3, the highest mean score belongs to the statement; "It is easy to reach to the Knorr Traditional Soups produced with glocal marketing strategies in Turkey" ($M = 4.04$). The second highest mean score belongs to statement; "Providing the ingredients of the Knorr Traditional Soups produced with glocal marketing strategies in Turkey from the local producer is important for me" ($M = 4.02$); and it is followed by the statement; "The language used in the commercials of the Knorr Traditional Soups produced with glocal marketing strategies in Turkey is appealing to our society" ($M = 4.00$).

In terms of the lowest mean scores, the statement; "Sales Promotions such as present, coupons given with the Knorr Traditional Soups produced with glocal marketing strategies in Turkey are appropriate for the expectations of our society" has lowest means scores ($M = 3.69$). On the other side, another statement with lowest mean ($M = 3.81$) is; "The quality standards of the Knorr Traditional Soups produced with glocal marketing strategies in Turkey is satisfactory".

The Comparison of the Consumer's Objective Evaluations of General Glocal Marketing Strategies and Subjective Evaluation of Knorr Traditional Soups as a Glocal Product in Turkey

Another aim of this study was to compare consumers' objective and subjective evaluations of glocal marketing strategies of Knorr traditional soups in Turkey. In order to compare, a Paired Sample, t-test was utilized (Table 4). In this analysis, each item in two scales was compared to one another individually. An effort was made find out the consumer judgement of the difference between general glocal strategy and specific glocal strategy for Knorr traditional soups in Turkey.

Table 4 ***THE COMPARISON OF THE CONSUMER'S OBJECTIVE EVALUATIONS OF GENERAL GLOCAL MARKETING STRATEGIES AND SUBJECTIVE EVALUATION OF KNORR TRADITIONAL SOUPS AS A GLOCAL PRODUCT IN TURKEY***

| | <i>t</i> | <i>p</i> |
|--|----------|----------|
| Quality standards of the products | -3.335 | 0.001* |
| Variety of the products | -4.209 | 0.000* |
| Importance of using local ingredients | 0.320 | 0.749 |
| Consideration of the culture and beliefs in choosing ingredients used in products | -1.406 | 0.161 |
| Taste of the products | -2.155 | 0.032* |
| The effect of religious values in product diversification on consumer's purchasing decisions | -0.155 | 0.877 |
| Price adjustment | -3.051 | 0.003* |
| Worthiness of the Price and Product | -3.234 | 0.001* |
| Able to buy a global product with affordable price and good quality | -1.974 | 0.050* |
| Price adjustment according to the market | -2.214 | 0.028* |
| In accordance with the right product in the right market | -0.443 | 0.658 |
| Easy accesibility of the products | -1.965 | 0.051** |
| Being knowledgable about the products | -1.898 | 0.059** |
| Sense of the commercial languages to the community | -1.074 | 0.284 |
| Sense of the commercials themes to community's emotions. feelings and beliefs. | 0.757 | 0.450 |
| Suitability of sales promotions with community's expectations | 0.561 | 0.575 |

• Scale: (1) Certainly Disagree (5) Certainly Agree

As per Table 4, there is a significant difference ($p \leq 0.05$) found between quality standards of the general evaluation of glocal products and Knorr traditional soups ($p = 0.001$). It means that consumers' subjective evaluation of Knorr Traditional Soups is more positive than objective evaluations of general glocal strategies in Turkey. In the comparison of product variety, there is also significant difference found ($p = 0.000$) between the general evaluation of glocal products and Knorr traditional soups. The consumers thought that the product variety offered by Knorr Traditional Soups is more than other glocal products available in Turkey.

Analysis also revealed that there is not any significant difference in the comparison of importance of using local ingredients. A consideration of the culture and beliefs in choosing ingredients used in products and the effect of religious values in product diversification on consumers' purchasing decisions ($p > 0.05$) was assessed. However, there are significant differences found in the comparison of the taste of the products, price adjustment, worthiness of the price & product, able to buy a global product with affordable price and good quality, and price adjustments according to the market needs ($p \leq 0.05$). Therefore consumers' subjective evaluations are more positive than their objective evaluations. On the other hand, there are no significant differences found between the answers given in the comparison of compliance with the expectations of society ($p > 0.05$), concerning the items related to product, sense of the commercial languages to the community, sense of the commercials themes to community's emotions, feelings and beliefs and sales promotions suitability to meet expectations of community. Thus, consumers' both objective and subjective evaluations are on the same level for these statements.

There is a significant difference found between answers given in the comparison of whether consumers have enough information about the products and whether product access is easy ($p < 0.010$). It was found that consumers think that it is easy to reach Knorr Traditional Soups produced by glocal marketing strategy and have more information on Knorr products. According to these results, product availability and consumer issues to have sufficient information about the products differ in objective and subjective evaluations. The consumers appear to be more positive in the direction of the subjective assessment of these issues.

CONCLUSION AND IMPLICATIONS

When the survey results are analyzed, most of the respondents generally seem to have been in favor of the commodities produced with the glocal marketing approach. This includes other elements of Knorr's marketing mix as well. The respondents have also prioritized the social and cultural values along with the language, religion and faith issues. It highlights the fact that consumers are simultaneously interested in both global and local tastes. The survey results also point out to the fact that it is very important to buy such products from the local manufacturers, to consider the cultural and religious factors while selecting product ingredients and to supply the right product for the right market. Moreover, easy access, local language to use in ads are important considerations. Thus, global companies that produce glocal commodities in Turkey should be well aware that their products should be designed in such a way that the cultural background of the country is considered. The religious elements should also be emphasized and local ingredients should be used. The production and diversification of commodities that can be consumed at the beginning and ending of the fasting period during the month of Ramadan and promotional strategies like television commercials could be effective policies.

As for the distribution strategies, it will be beneficial and influential to examine the consumers' cultural background. When the promotional strategies are determined, the language to be used should be seriously worked out as it is one of the deciding factors to ensure success. Turks are closely related to their local values. This is the reason why the global companies operating in Turkey should be well aware of the importance of Turkish value system. The use of Turkish values efficiently while designing and launching promotional activities will probably make the consumers in more favor of such products.

Another outcome is that companies that operate on global levels should examine the cultural and consumption habits of the target country to improve their marketing mix elements (product, price, distribution and promotion). The consumer led market research into local cultural systems can bring much more clarity as how a marketing mix program should look like to influence local country nationals. This way a successful glocal marketing program can be initiated. Another aspect is the design of glocal products for host country markets. The global companies can meet customer expectations in this manner.

LIMITATIONS

There have been some limitations as a result of the nature of the research. One limitation of this study is a small sample size of only 200 respondents. Future studies can take into consideration larger samples to stretch the generalization of research.

Another limitation is choice of Knorr as a single brand for the conduct of this study. We consider it as a stepping stone to gain a deeper insight of consumer attitude towards glocal marketing strategy adopted by this firm. Future researchers can include more brands and different glocal product categories in these studies.

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