Glocalization: an analysis into it’s conceptual and strategic underpinnings

Glocalização: uma análise de suas bases conceituais e estratégicas

Glocalización: análisis de sus fundamentos conceptuales y estratégicos

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ABSTRACT
Glocalization is a “simultaneity—the co-presence—of both universalizing and particularizing tendencies” emphasizing the need for tempering the effects of local conditions on global pressures. While the increasing presence of best-known fast food chain restaurants worldwide such as McDonald’s and KFC is a manifestation of globalization, the shrewd and strategic adaptations of their menu to satiate the local palates and tastes by these “Glocal Enterprises” is illustrative of glocalization. Conversely, the chief point of glocalization perspective is: “even the most local ways of carrying out business operations are more and more co-constituted by economic and social trends that are most global.” Language has a huge role to play in addressing the cultural and linguistic barriers and designing a successful global talent management and language learning solution that is complemented by local support. When used as an extension of the “Think Global, Act Local” grassroots movement, glocalization also refers to market advantage of local businesses versus global companies. In the face of globalization, both the little guys and would-be entrepreneurs can emerge triumphant by tapping into their hometown markets and then scaling up. However, it is imperative that MNCs restructure the national economies to become and remain more resilient, sustainable, and inclusive in their globalization to glocalization migration odyssey. An attempt would be made in this conceptual Paper to address this issue—a challenge and an opportunity—for the key players by enumerating the stories of successful transition into glocalization by several popular Multi National Corporations in the Indian context.

Keywords: globalization, Glocal Enterprise, ‘Think Global and Act Local’, globalism vs. localism, multinational enterprise.
RESUMO
A glocalização é uma "simultaneidade - a copresença - de tendências tanto universalizantes quanto particularizantes", enfatizando a necessidade de moderar os efeitos das condições locais sobre as pressões globais. Embora a presença cada vez maior das cadeias de restaurantes de fast food mais conhecidas em todo o mundo, como McDonald's e KFC, seja uma manifestação da globalização, as adaptações astutas e estratégicas de seu cardápio para satisfazer os paladares e gostos locais por parte dessas "empresas glocais" são ilustrativas da glocalização. Por outro lado, o ponto principal da perspectiva da glocalização é: "mesmo as formas mais locais de realizar operações comerciais são cada vez mais co-constituídas por tendências econômicas e sociais que são mais globais". O idioma tem um papel importante a desempenhar no enfrentamento das barreiras culturais e linguísticas e na criação de uma solução bem-sucedida de gerenciamento global de talentos e aprendizado de idiomas, complementada pelo suporte local. Quando usada como uma extensão do movimento de base "Pense globalmente, aja localmente", a glocalização também se refere à vantagem de mercado das empresas locais em relação às empresas globais. Diante da globalização, tanto os pequenos empresários quanto os aspirantes a empreendedores podem sair triunfantos explorando os mercados de sua cidade natal e, em seguida, ampliando a escala. Entretanto, é imperativo que as multinacionais reestruturem as economias nacionais para se tornarem e permanecerem mais resistentes, sustentáveis e inclusivas em sua odisséia de migração da globalização para a glocalização. Neste documento conceitual, tentaremos abordar essa questão - um desafio e uma oportunidade - para os principais participantes, enumerando as histórias de transição bem-sucedida para a glocalização de várias empresas multinacionais populares no contexto indiano.

Palavras-chave: globalização, Empresa Glocal, "Pensar Global e Agir Local", globalismo vs. localismo, empresa multinacional.

RESUMEN
La glocalización es una "simultaneidad -la copresencia- de tendencias tanto universalizadoras como particularizadoras" que pone de relieve la necesidad de atemperar los efectos de las condiciones locales sobre las presiones globales. Mientras que la presencia cada vez mayor de las cadenas de restaurantes de comida rápida más conocidas en todo el mundo, como McDonald's y KFC, es una manifestación de la globalización, las astutas y estratégicas adaptaciones de su menú para saciar los paladares y gustos locales por parte de estas "Empresas Glocales" es ilustrativa de la glocalización. A la inversa, el punto principal de la perspectiva de la glocalización es: "incluso las formas más locales de llevar a cabo operaciones empresariales están cada vez más co-constituidas por tendencias económicas y sociales que son más globales". La lengua tiene un enorme papel que desempeñar a la hora de hacer frente a las barreras culturales y lingüísticas y diseñar una solución global de éxito para la gestión del talento y el aprendizaje de idiomas que se complemente con el apoyo local. Cuando se utiliza como una extensión del movimiento de base "Think Global, Act Local", la glocalización también se refiere a la ventaja de mercado de las empresas locales frente a las empresas globales. Frente a la globalización, tanto los pequeños como los aspirantes a empresarios pueden salir triunfantes explotando los mercados de sus lugares de origen y ampliándolos después. Sin embargo, es imperativo que las EMN reestructuren las economías nacionales para que sean y permanezcan más resistentes, sostenibles e inclusivas en su odisea migratoria de la globalización a la glocalización. En este documento conceptual se intentará abordar esta cuestión -un reto y una oportunidad- para los actores clave, enumerando las
historias de éxito de la transición a la glocalización por parte de varias empresas multinacionales populares en el contexto indio.

**Palabras clave:** globalización, Empresa Glocal, "Pensar Globalmente y Actuar Localmente", globalismo vs. localismo, empresa multinacional.

1 INTRODUCTION

‘Glocalization’ is a new buzzword and not a typo. It comes from a recently ‘made up’ nice neologism—the result of putting ‘globalization’ and ‘localization’ in juxtaposition and conveying the meaning of an almost paradoxical marriage of two important concepts. When a ‘global’ company uses ‘local’ support, the term ‘glocalization’ is generally used. In the late 1980s, the word gained currency and popularity as the Japanese economists used it repeatedly in their articles written for the Harvard Business Review. The concept only underscores the importance of adapting a product or service to the specific locality it is marketed in for achieving market place success. Sociologist, Roland Robertson, explained that glocalization means “simultaneity—the co-presence—of both universalizing and particularizing tendencies” and emphasized the need for tempering the effects of local conditions on global pressures at a 1997 conference on “Globalization and Indigenous Culture”. Adapting a global outlook to local conditions is a predominant business orientation in Japan. This perspective is the root for the ‘glocalization’ concept and Robertson successfully traced and popularized it with the help of the Oxford Dictionary of New Words. Though knowledge is the foundation for future progress, this knowledge has to be developed in ways that are relevant and meaningful for a truly global audience.

1.1 THE GLOCALIZATION IMPERATIVE

Glocalization is omnipresent. There is an urgent need to reflect upon and recognize the simple fact that there has been a continuous flow of economic capital, people, and cultural ideas between the global north and the global south permeate all activities we do, be it business or social. By broadening the globalization perspective into glocalization, leaders would be in a position to focus on the people and ideas that drive this tremendous ‘global flow’ and realize their corporate goals. Glocalization has many
descriptions. It is the simultaneous presence of particularization and ‘universalization’ of a brand’s service or product. It is the adaptation of the product to a foreign market’s culture or locality. It is the moderating factor on the conditions in the local market that faces pressures from the global business environment. Glocalization is for the service or product developed for global distribution that is altered to fit the local consumer.

In glocalization, a product that is marketed globally is tailored to adjust to the preferences of consumers and adapt to local customs and laws. When a product is ‘glocalized’, more interest is given to it by the consumers. Even if the product is something that can be used by everyone, its localization turns it into something more applicable to the particular individual, and his/her needs and context. McDonald, the epitome of American culture, has sensed the fabled discomfiture of the French people to the mass-market US Culture and never hesitated to replace most familiar Ronald McDonald character with Asterix—a champion of Gallic culture—for all its promotional campaigns within France. Commenting on the effects of glocalization, Author of ‘Webs of Influence: The Psychology of Online Persuasion’, Nathalie Nahai, pithily stated: “English is dead, long live ‘glocalization’ on BBC’s website and giving the example of Coca Cola.

1.2 HOW DOES GLOCALISM WORK?

Glocalization works better for businesses, the management structures of which are decentralized and those that compete in various cultural settings. Glocalization is a big investment but it will pay great dividends. It will give companies wider access to a bigger target market in different cultures. The concept allows the different countries to be better equipped to compete effectively. It extends to localizing ad campaigns and marketing thrusts to make them friendlier to local consumers, to encourage them to accept the products that come from a different country. When the glocalization is carried out in every target market, before all the products and services are marketed, they become adapted to have relevance to each locale or culture with its inherent values, perceptions, and nuances.
1.3 GLOCALISM: THE PROS AND CONS

*Glocalism* started trending in 2013 with social media making it more and more popular. In the world economy, under the *glocalism* perspective, all cultures, economies, and local customers can exert larger influence as all the services and products get translated into and speak the language that they not only understand but is relevant to them. Glocalism reaches and makes available the services and products to the local clients and all of its global consumers simultaneously at the same time. But the local consumers always want to know if the brand understands them and if it could meet the needs and wants of the local users.

After all, their cultural relevance is primary criterion over the translation of materials into the language spoken in the target market. This calls for global enterprises to work closely with professional language services providers having a team of native speakers who reside in the target localities. The focus should be primarily on making everything culturally relevant to each end user and sharing the practicalities of their language and not merely on speaking the language of the local market. Glocalization always produced mixed results for larger economies. Though logically, it makes the larger companies compete more effectively by increasing the quality of competition, reducing the prices with more supplies. But in the process, the opposite happens as larger companies having immediate access to budgets for glocalization do succeed in bringing the prices down but they also take a bigger slice of the market. This can hurt the local and smaller businesses. With lower production costs, they have the potential to reduce the competition driving the prices higher eventually.

1.4 ROLE OF LANGUAGE IN ADDRESSING THE CULTURAL AND LINGUISTIC BARRIES IN GLOCALIZATION

For a society that is globalizing at a tremendous pace, translation services are very important. Translation industry, in turn, also was largely benefitted by globalization. Today, local corporations not only focus on marketing domestically but are opening new doors to international markets where competition is fierce. It becomes highly important for translation agencies to attract business from emerging markets like India, China, and other parts of Asia so that they can effectively compete against other countries. More attention is being given to translation into other languages aside from English, as well as
adapting products and services distinctly for one locality. Localization and *glocalization* have different connotations, but they are interlinked. While the cultural and linguistic barriers are addressed in the former, the product gets technically enabled in the latter to get it ready for localization and to gain globalization status. Messages from the source language into the target language are transformed through translation. In localization, to make everything appealing to the local users, nonverbal items, including sound effects, music, and pictures and the textual components like the fonts, color scheme, and layout need to be transformed. Product repackaging makes the product truly global using translation and localization processes.

Globalization promotes the influence of prevailing cultures and languages via translation. Localization promotes the status of smaller cultures and languages by enabling them to vie against the major languages. In a fast expanding market, localization and globalization are merely the ways to respond to the new reality. In this context, translation helps the technological, economic, commercial, and cultural globalization. Translation is a means to create "cultural identities" by changing a foreign culture to be subjectively domestic. Translation facilitates communication with particular audiences. Globalization and localization processes are always complementary though people tend to see a conflict between them. Both help in promoting the poorly balanced position of the minor language vis-à-vis the major language and both enrich and support the minor cultures and languages.

### 1.5 GLOCALIZATION IN LEARNING A FOREIGN LANGUAGE

More and more companies are exploring foreign markets today, as countries open their doors to international trade. Companies from English-speaking countries initially thought that English, being the language of business, is enough for them to penetrate new markets. However, market analysis later revealed that consumers in foreign markets prefer to buy products and services that are available in their own language. Thus, translation companies were called to help translate websites, product information, and marketing and advertising materials. But that wasn't enough, as local consumers wanted something more. Localization is the answer, where websites, products and information conformed to local culture and preferences. Thus, companies have their materials and information localized. Aside from translating written materials, they also changed colors, layouts, images, fonts, currency, date and time formats and other elements to conform to
a region's culture. Let us consider learning a foreign language online in a global workplace. For extensive and intensive dissemination of information, large corporations across the world think of global technology platforms like the ubiquitous cloud-based Learning and Performance Management Systems. Though they do not teach anything on their own, many organizations are guilty of assuming that their one single monolithic centralized system for learning English online can be applied to everything, everyone, and anytime.

However, it is never pragmatic to adopt a “one-size-fits-all” approach for learning English online. One should understand that the objective, drive, and capacity to learn vary strongly among individual users. Local support starts with a technical help desk that can implement the technology and methodology for learning English online. Local tutors are also necessary, who can teach English in a way that is suited to the cultural and learning needs of the particular set of students. In glocalization, organizations offering English language training have to effectively embrace new technologies to reap their opportunities and unlock the full potential of talent within their workforce. In the context of glocalization, designing a successful talent management and language learning solution boils down to implementing one streamlined, global solution that is complemented by local support. From the perspective of organizations of an international scale, there is a strong need to address learning diversity in terms of age, gender, and culture. This perspective exhorts upon business leaders focusing on their local contexts to get attuned to the global trends and pressures that help to make the local contexts what they are. This is in recognition of the fact that the decisions, systems, and preferred solutions somehow find a way back into the global space. The message that comes out loud and clear is that businesses are no longer simply left to their local tools and techniques in every field of economic endeavor. In most of the longitudinal studies, for instance, the same glocalization approach needs to be adopted while carrying out research or working toward achieving the global Millennium Development Goals on any issue.

1.6 CONVERGENCE OF LOCAL AND GLOBAL FORCES

Factors that make things universal and particular produce glocalization simultaneously while affecting the economic, political, and social systems as well. Conversely, the increasing preeminence of global and continental levels occurs together with the increasing prominence of regional and local levels. In glocalization, the services
or products meant for the international market get adapted to a local or regional culture before they are marketed. It is in this context, glocalization encourages innovation and diversity and the development of hybrids. It is an indisputable fact that it has given a big boost to and immensely benefitted globalization. Glocalization is a new term that companies should know.

People are enticed to migrate to other countries because of the availability of opportunities for human development, jobs that pay higher and services that generate higher value. Urban centers grow denser and they become primary locations for interpersonal systems for learning, collaboration, exchange of resources. They also turn into areas where industries congregate. The urban centers grow into mega cities. Due to this, services and products have to be customized to provide better service to the diverse market of different ethnicities that have different cultural thinking and product preferences.

1.7 GLOCALIZATION AS AN EXTENSION OF “THINK GLOBAL, ACT LOCAL” PHRASE

When used as an extension of the “Think Global, Act Local” grassroots movement, the term glocalization also refers to market advantage of local businesses versus global companies. In the face of globalization, the little guys can also emerge as triumphant winners and the would-be entrepreneurs can become victorious by tapping into their hometown markets and then scale up. Coined by the Scottish city planner Patrick Geddes, the phrase “Think Global, Act Local” was adopted by environmentalists, and subsequently got applied to corporations in the form of Corporate Social Responsibility (CSR) in an attempt to embrace the triple bottom line: people, planet and profits. The phrase is about taking larger responsibility as citizens of the world and how much individual impact can affect policies and practices on a wider scale. In The Glocal Strategy of Global Brands, Ddumitrescu Luigi and Vinerean Simona explained the term “glocalization”. It has its roots in the Glocalization has mostly been applied to the marketing tactics of global brands in specific countries. McDonalds offers Spam breakfasts in Honolulu and Seaweed Shake Fries in Hong Kong and Nokia offers a dust resistant keypad to those in rural India. Ikea’s beds are smaller in their Chinese stores. In the final analysis, people want both global and local brands—brands that make them feel
part of a broader international community, but also brands that root them in their home culture, respect, and represent their tastes.

1.8 ILL EFFECTS OF GLOBALIZATION ON LOCAL ECONOMIES

Many local economies have suffered as a result of globalization. Large-sized MNCs are not accountable to anybody in a global economy that has no global government leave alone global governance. It is alleged that global enterprises like Wal-Mart, McDonalds are the de facto stores of small communities both within the US and abroad are primarily siphoning away the local store owners under employment contracts and sucking value from the community in multiples out to an HQ far, far away. Most of the companies from energy sector owe an apology to the ecology as they are guilty of damaging the entire ecosystems. Their efforts to mitigate and make up for the adverse impacts on environment can at best be termed as half-hearted providing mere lip service. Oil-starved communities, petrol-hungry and energy-addicted civil societies overlooked and endured the colossal social costs for the sake of economic efficiency. Globalization succeeded in building highly efficient production systems but remained alienated and insensitive while serving the targeted people and local communities. Globalization is a biological inevitability of the human species and none of issues can be cited as the fault and failure of the globalization per se. Globalization has many implications on the well-being of individuals and that of the world we inhabit. The discussion should be centered on the ways and means whereby we can globalize sustainably and inclusively, about how we can include local systems in a healthy fashion to our global order—glocalization. Sustainable and inclusive ‘Glocalization’ calls for not only embracing the all-pervasive change but also unleashing the omnipresent technological and human potential while harnessing the unlimited opportunities.

1.9 DESIGNING AND DEVELOPING A RESILIENT, SUSTAINABLE, AND INCLUSIVE GLOBAL ECONOMY THROUGH GLOCALIZATION

How we can restructure our economies to be more resilient, sustainable and inclusive at once assumes significance. It is no exaggeration to state that a majority of the problems we face today are due to the way we designed our economies. We are responsible for delegating the responsibility of humanity’s coffee drinking habit to a
single company that has created coffee shops spanning the globe like an octopus. Today, online stores like Amazon.com or Flipkart are delivering almost virtually everything one wants, in two days, with drones.

It is very disturbing to note that a mere ten to twelve companies control 80% of the meat, dairy, vegetables, grains, what have you, on our plates. ‘Homo economics’ has maximized profits across the globe—to the point of destroying communities, destroying nations, and destroying the earth. In any debate on failures of economic systems, the focus has to be not over those of globalization vs. capitalism—but the deep-seeded problems of our currencies. The grand vision of humanity to weave the backbone of a prosperous global civilization and its first attempt to create a functioning and booming global economic order through free trade faltered totally and has resulted in an oligopoly or a ‘corporatocracy’. Globalization that simply expands the playing field per se is value-neutral requiring either praise or criticism. If the players want to make it positive and beneficial for humanity, it amplifies it; otherwise, it results in an authoritative and ruthless regime. Of course, globalization has certainly had benefits for our collective civilization.

The poorest of the poor of the third world have no qualms about globalization as the very nations that exploited them into poverty in the first place threw a life-jacket for them albeit as a courtesy. Today, Internet is the global network of most democratic communication whose foundation undoubtedly was laid by globalization. It has given a global cultural awareness and the notion of human species as one. Similarly, it has enabled an incredible new array of tools and technological breakthroughs, from globe-spanning maps, to WeChat, to $30 dollar computers. All these benefits would immediately make globalization meaningful enough to turn a blind eye to its shortcomings and inimical impacts in the grand scheme of history. However, despite the fact that it has lifted up many people from the poverty trap, it has also resulted in stark economic inequality. Some of the facts and latest statistics presented here vouch for this naked truth. The eight richest people in the world control more wealth than the bottom half. After the Asian middle class, the biggest beneficiaries of globalization, are the global elites—the infamous “1%”. The rise of financial elite, who amass wealth, is also attributable to globalizing markets. They speculate on the markets and essentially gamble with our savings in ways that shuffle most of the profits back to their circle of influence. In this context, we continue to notice one trend: it is usually the taxpayers that cover the bill when the music stops.
1.10 GLOCALIZATION IN THE INDIAN SCENARIO: SOME MNC EXAMPLES

Over the years, we continue to come across Globalism vs. Localism debate with monotonous regularity in every medium. Even some of the biggest multinationals had to think through their global strategies and operations from the local lenses only to succeed globally. We have scores of such Glocalization Examples for the adage “Think Globally and Act Locally” virtually from every domain—Food to Beverages, Mobiles to Automobiles, and Household Appliances to Music. Let us examine some of them here in this section.

2 DOMESTIC APPLIANCES

*Whirlpool Corporation:* Whirlpool, domestic appliance maker, believes in the global strategy of standardizing worldwide what it can and adapting what it cannot, based on consumers’ tastes and needs. For example, for the Indian market, it incorporated specially designed agitators into its washing machines helping Indian women wash saris without the five-foot long sari getting tangled. It formed a joined venture with a local partner to produce the redesigned washing machine to suit local taste and culture. It also makes its refrigerators in bright colors like red and blue as many Asian consumers placed their refrigerator in living rooms as a sign of status. Whirlpool had done extensive research and found out that European customers wanted a microwave oven that could make the food brown and crisp. Then, it designed and introduced the VIP Crispwave which could fry crispy bacon and cook a pizza with a crisp crust. After its success in Europe, it launched the same in U.S. as well.

3 FOOD AND BEVERAGES

a) *McDonald’s:* McDonald’s overall marketing strategy around the world is to strive to listen more to local consumers and then act on it. It could succeed in building very powerful local favorites such as McItaly burger in Italy, the McLobster in Canada, and the Ebi Filit-O in Japan. Moreover, it has novelty items on its menu in Japan like the Teriyaki McBurger with Seaweed Shaker fries, Ebi Filet-O, Croquette Burger, and Bacon Potato Pie. It signed model Yuri Ebihara (known as Ebi-chan in Japan) to market Ebi Filet-O—*Ebi means shrimp in Japanese.* We all
are aware that the brand **Maharaja Mac** became a big hit in the local Indian Market;

b) **Starbucks**: In order to recapture the feel of a local coffee shop, which would otherwise be threatened by the existence of Starbucks in its vicinity, the MNC has successfully tried out locally designed franchises in stores that are non-Starbucks branded! Starbucks’ first shop in India (opened in October 2012) never offered beef or pork as they are considered taboo by many Indians. Instead, the Indian menu has local favorite Chai Tea Latte and the coffee is sourced and roasted locally. It adapted its offerings to local vegetarian tastes and now include food items (many meat-free options) such as baked goods like Konkani Twist or Chatpata Paratha Wrap to adapt its offerings to local vegetarian tastes. There are even separate ovens and counters for vegetarian and non-vegetarian offerings as well;

c) **KFC**: Global chain KFC has come up with a vegetarian thali (a mixed meal with rice and cooked vegetables) and Chana Snacker (burger with chickpeas) to cater to vegetarians in India. Similarly, KFC’s designs based on ‘look and feel’ of the local area and in collaboration with local property developers became a huge hit with increased visits from local residents. For this, KFC has initiated a five-year plan to upgrade its UK restaurants with new contemporary designs. It has also introduced ‘Krushers’ in the cold beverages segment in India through its restaurants—Yum! Moreover, the entire range of flavors of *Krushers* has been altered to suit the Indian palate and taste buds;

d) **Subway**: Bowing down to the protests and respecting the local cultural values and religious sentiments, the Subway chain has decided never to have beef in its stores in India;

e) **Coca Cola**: Coke has effectively merged itself into the Philippines economy and culture became very much popular. Its advertisement or documentary (almost 20 minutes long) referred to as the “Pearl of the Orient” and released in 1955 stands testimony to that local adaptation;

f) **Heinz**: Though Heinz initially entered India in 1994, it developed plans in the year 2010 and launched food products to *Indianise* the flavors offering condiments, juices, and snacks to the Indian consumers only to keep them in sync with Indian taste;
g) **Taco Bell:** Following suit, the Taco Bell menu in India now has crunchy potato tacos and extra-spicy burritos filled with paneer (cottage cheese). Taco Bell has even hired employees who explain what burritos and quesadillas are to customers in India;

h) **Unilever:** Unilever took glocalization (local adaptation) to a new level in the 1990s. Instead of adapting products unnecessarily, it adapted products to the local market marginally i.e., the basic product would be fine-tuned instead of expensive total adaptation. For instance, it identified the need for a regional ice cream and was very successful with its Wall’s ice cream adapting it specifically to the Asian taste (different from the rest of the world) and could make its market share almost three times that of Nestle at one point of time. Another Unilever ice cream brand Asian Delight was very successful in Asia. Unilever’s Bangkok innovation center redesigned the product and adapted it to local taste (coconut ice cream mixed with fruits and vegetables used traditionally in sweets in the region) and packaging (Thai and English on packaging in Thailand);

### 4 MOBILE PHONES

a) **Nokia:** The introduction of dust-resistant keypad, anti-slip grip, and an inbuilt flash light for Indian rural consumers (specifically targeting truck drivers) goes to demonstrate how Nokia has tried to sense, serve, and satisfy to local customer needs and respond locally. When LG and Samsung mobile phones introduced multi-SIM devices early in the market, Nokia lost out on early market share in the market). Later, having realized their potential, Nokia also started offering multi-SIM devices (C1 & C2 series) in the Indian market and started introducing them in other emerging markets as well.

b) **Lenovo:** To expand into India’s key tier 3-5 cities/towns, Lenovo India has customized its exclusive LES Lite stores with smaller versions (around 150-250 square feet in size) with lower costs and break-even points.

### 5 AUTOMOBILES

a) **Ford:** In 1904, Ford was one of the first automotive corporations to go International with the opening of Ford Motor Co. of Canada. Even Henry Ford II
had opined that in order to further the growth of its worldwide operations, any purchasing activity should be done after considering the selection of sources of supply not only in its own company but also sources located in other countries and gained from the geographic and cultural proximity.

b) **Piaggio:** In 2012, Piaggio & Co, the iconic Italian two-wheeler re-entered the Indian market after adapting its scooter—Vespa—to suit the Indian riders and road conditions. The rear wheel structure was redesigned to facilitate easier tyre changes, increased ground clearance, slimmer design and a lower footboard to give more legroom to Indian women who ride sitting side-saddle in the back seat, and also made it more efficient than what it is in Europe (62 km per litre compared to 35 in Europe),

### 6 MUSIC AND ENTERTAINMENT

a) **Viacom:** MTV has catered to local taste in East Asia in South Korea, China, India, and Japan. MTV broadcasts on two channels with Chinese music in China and Hindi pop in India. Using joint ventures with local partners, all its channels are branded accordingly as MTV India, MTV Korea, MTV China, and MTV Japan using more local employees and local language. Viacom’s MTV localized strategy with localized programming is a perfect example for glocalization.

b) **Disneyland:** In 2005, Disneyland was not that successful in the theme park in Hong Kong with low park attendance and smaller growth revenues. Then it made an effort to cater to the local Chinese taste by reducing prices, adapting to local Chinese customs and labor practices, and also changed the decors and settings. This experimentation can be termed as applying glocalization successfully to the theme park in Hong Kong.

### 7 OTHERS

a) **Dell:** We find another example for glocalization in Dell’s advertising campaigns in Japan and Asia Pacific regions. After realizing that the attitude of the American character viz., know-all display and speaking to strangers without introduction, did not gel well with Japanese social etiquette, Dell totally stopped using its American Steven Jackson (referred to as the Dell Dude) commercials in Japan and
other East Asian countries. Later, after gauging the new TV character’s cultural 
acceptance, its Global Brand Management team used localized focus groups.

b) **Tesco**: When Tesco expanded globally in countries such as Thailand, Hungary, 
and the Czech Republic it kept its usual name and branding. However, when it 
entered the United States, it named its stores "Fresh & Easy Neighborhood 
Market".

c) **Gillette**: Gillette introduced the low cost razor ‘Gillette Guard’ priced at about Rs. 
15 ($0.33) in the Indian market with features such as easy rinsing (as water is 
scarce in Indian rural areas) and unique grip design (the way the consumer held 
the razor).

d) **Italian Luxury Fashion Retail Brands**: Luxury retail brands like (i) Bottega 
Veneta, a unit of PPR and (ii) Canali, an Italian men’s fashion brand, launched 
limited-edition of Clutch (Knot India) and closed Neck Jacket (*bandhgala* worn 
by Indian men) specifically for the Indian market.

### 8 SUMMARY

While the increasing presence of best-known fast food chain restaurants 
worldwide such as McDonald’s and KFC is a manifestation of globalization, the shrewd 
and strategic adaptations of their menu to satiate the local palates and tastes by these 
“**Glocal Enterprises**” is illustrative of glocalization. In other words, the underlying chief 
point of glocalization perspective is: “**even the most local ways of carrying out business 
operations are more and more co-constituted by economic and social trends that are most 
global.**” Now, a time has come to restructure our economies to make them more resilient, 
sustainable and inclusive to create a win-win situation while keeping in mind both the 
pros and cons of glocalization.
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