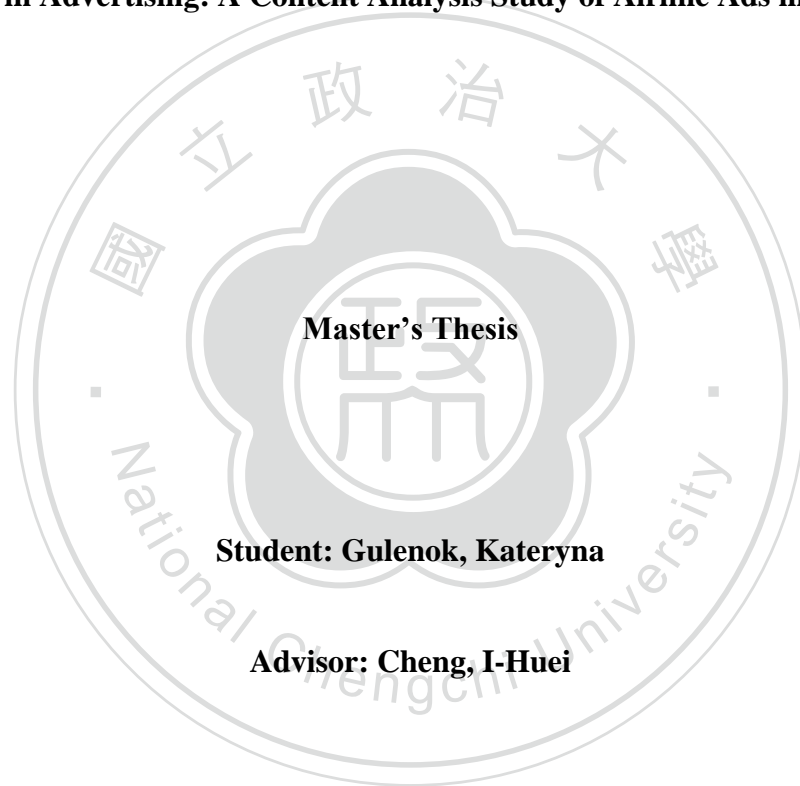


**Examining the Relationship between Country of Origin, Appeals, and Cultural
Values in Advertising: A Content Analysis Study of Airline Ads in Taiwan**



Master's Thesis

Student: Gulenok, Kateryna

Advisor: Cheng, I-Huei

National Chengchi University

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Table of Contents

Acknowledgements.....	ii
Abstract.....	iv
Chapter 1: Airline Industry as a Prospective Field for Advertising Research.....	1
Chapter 2: Literature Review.....	7
Country of Origin in Advertising.....	7
Domain of COO.....	7
Country of Origin Research.....	9
COO as Rational and Emotional Appeals.....	12
Studies of COO in Advertising.....	14
Country of Origin in Advertising for Service Sector.....	15
Cultural Meanings of COO in Advertising.....	23
Research Questions Proposed.....	27
Chapter 3: Methodology.....	32
Sampling.....	32
Unit of Analysis.....	34
Coding.....	35
Country of Origin Coding Categories.....	35
Advertising Appeals Coding Categories.....	36
Rational Appeal.....	36
Emotional Appeal.....	36
Cultural Value Coding Categories.....	36
Eastern Values.....	37
Western Values.....	37
Coding Procedure.....	37
Chapter 4: Results.....	39
General Findings.....	39
COO Use in Ads (RQ1).....	41
COO and Advertising Appeals (RQ2 and RQ3).....	43
COO and Cultural Values (RQ4 and RQ5).....	45
Correlation between COO, Appeals and Values.....	46
Chapter 5: Discussion.....	49
General COO Discussion.....	49
Advertising Appeals Discussion.....	51
Cultural Values Discussion.....	54
COO, Appeals and Values Intersection Discussion.....	58
Chapter 6: Conclusions.....	60
Limitations and Opportunities for Future Research.....	60
Contributions and Practical Suggestions.....	61
References.....	67
Appendix 1: Coding Sheet.....	80
Appendix 2: Codebook.....	83
Appendix 3: Advertisement (COO, Appeals and Values codes).....	87

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Abstract

The current study is a content analysis of airlines' printed ads, exploring an intersection of country-of-origin (COO), advertising appeals (rational and emotional), and cultural values (Eastern or Western). The study focuses on airlines advertising to understand the role of COO and its interaction with ad appeals and cultural values.

The goal of the study is to explore the ways in which airlines or service businesses (selling intangible products) communicate with consumers about the values and meanings in their advertising, especially since the market for travel services is growing and the airline industry is facing drastic competition.

The statistical analysis showed clear consistent patterns in the use of COO and other advertising appeals: the ads that used COO are more likely to use emotional appeals and express more Eastern values. Adding to our understanding about the branding of airlines, the findings are in line with the literature that claimed emphasis on emotional aspects for service advertisements. Implications for practitioners are also discussed.

Key words: airlines, country-of-origin, services, advertising appeals, cultural values, content analysis

Chapter 1

Introduction

Airline Industry as a Prospective Field for Advertising Research

Today's world is changing and evolving extremely fast, and communication as both a science and a set of various tools accompanies this evolution (or sometimes even revolution). As a science dealing with symbols, meanings and messages, it can be applied to political, cultural, economic, semiotic, and social dimensions. As a business tool, it finds its embodiment in advertising, public relations strategies and techniques, corporate affairs, and diplomacy. We can study almost any field of human activity from a communicational perspective, while communication itself is inherently valued as well. For businesses, it turns out to be a battleground for their consumers – on par with material spheres of production, sales, and innovation. Our globalized world is rapidly becoming a “global village” (McLuhan, 1962), with a tendency of homogenizing everything – from baby food to values, in many spheres distinguishing itself is a topic of crucial importance. To be successful, a business or person has to be special, to make the difference, to stand out from the crowd – and communicate this particularity in a proper way.

Given the dynamic nature of the aviation industry, studying airlines in terms of their communications provides valuable data for analysis. Belonging to the service sector, being global by their nature and operating across cultures, their communication exemplifies different approaches of dealing with cultural values, national peculiarities and internationalism at the same time. The industry of civil aviation is one of the most dynamically growing in the world and due to rapid technological progress this world is becoming smaller and smaller. The development

of the aviation industry is to a huge degree both cause and effect of the progress: technology lets people cover huge distances in a short period of time, thus making traveling an easy task. On the other hand, it is the need for faster and more comfortable transportation that makes aviation evolve rapidly. As the market grows, more players appear. Therefore, competition becomes tougher. Airlines compete in services, technologies, destinations, and prices. To fight for their consumers, they compete in communications as well. What are the strings of the human soul they play on when advertising its services? Is it a rational part of our nature that is appealed to in order to choose a certain airline? Do we value quality, sustainability, technology and value-for-money, or is it emotions promising, for example, adventure that makes a decision in favor of a specific carrier? What is the essence of air travel that advertisers are trying to deliver? Does it depend on the market they operate in? What about the airline's country of origin – does it matter? What role does it play when communicating with consumers? Studying airlines' communication will help us answer these questions.

Being interested in the cultural aspects of advertisements, communication scholars often turn their attention to the national “flavor” of the product/service – as a point of differentiation that is used to underline uniqueness. It often becomes if not a product itself, but an additional value added to the subject and used in its advertisement – whether directly or indirectly. McCracken (2005) stresses that the main point here is that today's consumers are not buying features – they buy meanings, thus making goods become vehicles of meanings, particularly cultural ones. That national “flavor”, or, as it is called in academic circles, country-of-origin effect in advertising offers specific meanings: in the case of airlines, Singapore Airlines, for example, depicts an image of the friendly Singapore girl, and Cathay Pacific shows

characters that are evocative of Chinese characters – in such a way they leverage country stereotypes acting in their favor (Karunarantra, Quester & Johnson, 1998). Communicating the origin of the product/service, COO links them to certain national stereotypes – it is the fact that cannot be ignored when using the COO effect as an advertising tool. As a mean of differentiation, COO becomes extremely important in the global environment. With a global approach as an overall idea of operation and the concept influencing the tactics of business performance, and international as a practice applied, national airlines – as bearers of national identity – contribute largely to the construction of national images among foreign publics, i.e. internationally. In terms of civil aviation, we may beyond all doubt say that the air industry is experiencing one of the strongest country-of-origin effects, since airlines have always been naturally associated with their native country, and thus treated as one of its key brand ambassadors. For example, the planes of Qatar Airways with its slogan “The World’s Five Star Airline” spread around the globe the desired image of Qatar – the world’s richest country by GDP per capita, nation of richness, modernity and progress, home of luxury and prosperity. As a branding tool, the national air carrier is useful and powerful, since it reaches far and wide.

The primarily roots of the phenomenon of national airlines treated as influential brand ambassadors could be found in history: initially, most of the airlines were created by states and regarded as flag carriers (government-owned commercial passenger airline, as that term is generally used in commercial aviation) – having its national airline has been regarded almost as important as having a national army. Countries often do not consider themselves as “real” unless they have their own

national carrier¹. For example, we could observe the “explosion” of the founding of national airlines during the first years after the Soviet Union crash in 1991 – every former Soviet Republic created its national carrier: Ukraine International Airlines (1992), Belavia (national carrier of Belorussia, 1996), Air Baltic (Latvian national carrier, 2005), etc. In most cases, the governments established the airlines and became their major shareholders – having its national airline was and still remains a question of national pride and a declaration of a state’s independence. The creation of a national airline was understood to fulfill many pragmatic and ideological functions.

As time goes on, the states’ participation in airlines’ performance has been minimized. For example, in 2011 Ukraine’s government sold its majority stake (61.6%) in Ukraine International Airlines, now the airline is 100% privately owned. However, it is still strongly emphasizing its belonging to the Ukrainian nation having the colors of the national flag as their corporate colors and declaring traditional Ukrainian hospitality among its key features.

However, we may easily observe that the degree of a country – airline connection varies. Markessinis (2011) assumes that the airline’s association to the country of origin is less significant when an airline is initially private-held, or it is a newly established airline designed to be a global brand from the beginning – such airlines are mainly country-neutral, at least in a significant portion of their brand identity². On the other hand, the old, veteran state-founded carriers continue to tell a story that is much bigger than just the fleet itself. National airlines of the US, UK, France, and Germany are the reminders of the times when the bigger aircraft was a

¹Nation Branding: Everything about National Branding and Country Brands <http://nation-branding.info/2010/04/14/airline-companies-nation-branding-ambassadors/>

²Nation Branding: Everything about National Branding and Country Brands <http://nation-branding.info/2010/04/14/airline-companies-nation-branding-ambassadors/>

manifestation of bigger economic muscles of its country of origin – having national meaning, they demonstrated a country's industrial strength. Germany's engineering power was embodied in Lufthansa's impressive aircraft, ongoing growth and prosperity of the state was represented in Emirates – the national carrier of UAE, Nordic togetherness found its evocation in SAS (Scandinavian Airlines System), etc.

Given examples show us that airlines indeed are hugely symbolic – they remind us of the still-enormous power of nationalism. According to McRae (2001), unlike trains or cars, aircraft bear flags and brand themselves with national flags. It is no surprise that they use this – national – part of their nature in advertising campaigns – symbolism here is a good card to play: associations with certain countries allow a triggering of positive connotations among consumers. National airlines provide international services, and it makes them progressively global as well. At the same time, their international operation does not become an obstacle for an active use of country-of-origin information as a part of their differentiation strategy that also finds its embodiment in advertising – global nature of aviation business is the factor that rather enhances the tendency of country-of-origin effect use than depresses it (Hoenen, Karunaratna & Quester, 2005). Being providers of international services, national airlines – national companies with international profiles and global performance (both in terms of actual operations and marketing and communications – advertising and PR activities) appear to actively use country-of-origin information as a part of their communications.

If we look at the phenomenon from another – national interest perspective, we see how airlines become a part of national identity. Being ambassadors of their native countries, national carriers can gain tangible results from aligning their brand strategy

with that of the nation. For example, in 2008 Alitalia took Pope Benedict to Australia on its longest non-stop flight, which was rather symbolic. We can also estimate the level of attention paid to airlines during such kinds of official visits: the fact that there is a habit that the return flight of the Pope is provided by the airline of the visited nation (Qantas in our case) shows that airlines are treated as something more than just a means of transportation. Apart from reputational benefits, national identity can also result in companies' revenues. Swiss Airlines is strongly associated with Switzerland-inherent high quality, reliability and upscaleness, British Airlines is treated as a part of the British heritage and pride – there are the reasons, among others, why passengers choose them, thus keeping them going.

However, in nowadays' competitive reality the above-mentioned belonging is not as valued as it used to be – just to be treated as a national carrier and associated with a country is not enough. Time flies, and with the appearance of new market players, people tend to forget what certain carriers were appreciated for in the past. Thus, it is still crucially important to communicate with consumers, both via marketing and PR channels. Airlines do communicate: almost every air carrier in the world is producing a huge amount of different ads. Some of them use country of origin and some of them do not, some appeal to rational, while others play with human emotions, some of them represent Eastern values and some are purely a Western product.

The goal of the present research is to find whether certain patterns exist in advertising for civil aviation through answering, among other, the questions about interrelations between variables under research. The study employs content analysis of airlines' printed advertisements in terms of country-of-origin cues, the strategies of

advertising appeals (rational and emotional), and the system of cultural values (Eastern and Western) where the ad operates. Analyzing an intersection of the three above-mentioned phenomena – COO, rationality vs. emotionality, and systems of culture values – we obtain a comprehensive understanding of what the advertising for the specific industry of air travel is.



Chapter 2

Literature Review

Country of Origin in Advertising

Domain of COO. Shaping their preferences and making purchase decisions, consumers pay attention to the product origin– this phenomenon has been widely researched and repeatedly proven by communication scholars starting from the 1960s. Papadopoulos and Heslop (2002) report that more than 750 country-of-origin (COO) studies have been published from the time the role of national stereotypes in product evaluations was first considered till the end of the twentieth century. Dmitrovic and Vida (2010) add that recent reviews include more than 1,000 studies published in journal articles, with numerous articles dealing with this issue appearing in the business press as well. They also point out a continuous emerging of new issues in the field related to product nationality, such as health and product safety issues, environmental concerns, globalization as a threatening issue, etc.

Attention paid to the issue of COO is a part of the trend of recent decades – competition and innovation being drivers of profits in a global system of free markets, where national cultural specificity acts as the “competitive edge” (Griffiths & Zammuto, 2005). Here we deal with country-of-origin effect – a multidimensional construct that evokes a wide range of cognitive responses (Han & Terpstra, 1988; Nebenzahl & Jaffe, 1996; Lim & Darley, 1997). According to Kotler (2002), country-of-origin perceptions are mental associations and beliefs triggered by a country. These cognitive responses and mental associations are a fertile ground to appeal to when advertising. It could be done in different spheres, as well as within specific industries, and country-of-origin issue use can be observed both in goods and service sectors,

since almost any industry can benefit from a positive country image that influences a business's ability to compete in the global market (Chandra, Fealey & Rau, 2006).

Thus, being not able just to rely on product features – even the excellent ones – any more, companies in general and airlines in particular regard country of origin as an important tool for marketing communication that can possibly act as a variable in the consumer's evaluation of products and brands (Verlegh, Steenkamp & Meulenberg, 2005). In a world rapidly turning into one large market it becomes crucially important to be different. When prices and destination offers are mostly equal, it is important to find ways of differentiating – to create additional value and to communicate it properly. Striving to be distinguished, brands use a country of origin as the above-mentioned value, since it is a way to differentiate the product from the competitors. Although it is not the only value they have, it still significantly affects an audience's perception of brands, including their quality. Perceived quality here acts as a key driver to brand equity (Aaker, 1991) – the value of a brand, customer loyalty, and market share obtained from a recognizable name, which influences a company's performance (sales, margins, etc.). Companies eager to build strong brand equity, since it enhances a brands' cost and stimulates buying decisions. Working on brand equity, they try to make their products/services memorable, easily recognizable, and superior in quality and reliability.

Country of origin is often linked with the quality issue in a consumer's consciousness – it also acts as one of the factors determining a consumer's choice, thus influencing the formation of brand equity. Companies that due to certain reasons can be associated with particular countries may use these connotations as their competitive advantages for commercial and reputational purposes, thus creating an

additional value for their products or services. If properly communicated, this additional value has a potential to be turned into a material one – another reason why companies use country of origin is its “monetization”. Bello and Holbrook (1995) claim that brand equity finds its embodiment in consumers’ will to pay more for the same level of quality due to the attractiveness of the name attached to the product. Koschate-Fisher, Diamantopoulos and Oldenkotte (2012) further explain that being a dimension of brand equity, favorable country image may result in higher prices, which, in turn, leads to an increase in operating income and, thus, higher profitability. Their research claims that the COO effect associated with a country with a favorable image is the additional benefit that makes people assign a higher value to products from this country. Consumers, in many cases, are ready to spend more money on such products as well. The COO cues help customers recognize certain attributes of the product, which also play a favorable role in profits. In terms of advertising, Lin and Chen (2006) believe that COO in ads is an effective strategy since consumers’ perception of the country is generally favorable.

Country of Origin Research. There have been mainly two lines of studies in COO research: those observing the phenomena in relation to consumers’ evaluation of the product (consumer perspective) and those looking at COO as a part of brand identity (company’s perspective). For the first types of research, numerous academic studies (predominantly exploratory and descriptive, using interviews or questionnaires followed by quantitative analysis) have shown that a positive country-of-origin image influences a consumer’s evaluation of the country’s products and, as a result, their intention to buy those products (Paterlini, 2012; Chao & Rajendran, 1993; Essoussi & Merunka, 2007; Jaffe & Nebenzahl, 2001). Scholars mostly agree that COO is an important feature for consumers when choosing the product/service and evaluating its

quality. Schooler (1965), considered as the first researcher to empirically study this effect, found that consumers perceived products identical in every respect except for their country-of-origin, and this allows them to be perceived differently. More recent research, i.e. by Lee (1999) and Tseng (2001) confirm the earlier findings claiming that COO does affect both product/service and purchasing intention: when consumers are to make a decision, they will, among other factors, rely on country image in the context of the country-of-origin effect – it will effect consumer's preference level as well as their purchasing and information search intention. These behavioral responses have implications on brand equity. The importance of this effect explains why using these associations is widely used in advertisements.

Consumers tend to use stereotypes of countries to simplify information possessing, as well as a surrogate indicator of product quality (Johansson 1989). The findings by Huber and McCann (1982) show that this is particularly true in lack of product familiarity: country-of-origin claims are used as predictors of product quality when more explicit product knowledge is missing. Here we deal with the halo effect – one of the ways COO has been observed to operate – when the country-of-origin cue influences consumers' beliefs about product attributes and only indirectly influences their overall evaluations of products through these beliefs (Han, 1989; Hong & Wyer, 1989).

When consumers are more or less familiar with the product, these halo effects happen to be less influential in product evaluations. However, the problem appears to be particularly acute in services with the tremendous worldwide growth in the sector, leading to a substantial increase contribution by services to most national economies. In this case consumers tend to operate with summary effects – when the country-of-

origin cue directly influences those who already have previous experience with the products from this country (Han, 1989). In addition to halo and summary effects, the country-of-origin allusion can also be used as an additional criterion for product evaluation (Hong & Wyer, 1989).

On the other hand, if no strong connections between a country of origin and a product are observed, companies may try to create these links intentionally using a nation's cultural heritage communicated through symbols, emblems, icons and other popular associations, as a potent part of their identity. Florek and Insch (2008) believe that collective identification with these symbols built up over time and shared among generations makes them a rich source of brands.

Thus, at the defined level of the second type of studies, we deal with product-country image as a part of product brand (and as an issue of advertising as well). In this case our performance is based on two concepts: brand and country of origin.

Olins (2002, 2011) and Duncan (2011) claim that branding deals with belongings as well – it is something that gives you a sense of familiarity. It is the main competitor advantage used by companies to create strong customer equity, since brand is a network of values, perceptions and associations. In relation to branding, a survey-based study by Okechuku (1994) on the relative importance of the COO cue as one of several attributes including brand name, price, and warranty also revealed that the importance of the COO variable was often equal or greater than that assigned to others. Moreover, respondents believed that brand couldn't be separated from COO, and considered them to be bound together. In this regard, national carriers use their belonging to a specific country as a part of their own identity, as well as a promotional tool in their communication campaigns. They advertise their national

belonging using a huge variety of tools and techniques: from printed ads bearing COO cues to national dishes offered as onboard meals. Content analysis of a sample of print advertisements by Hoenen, Karunaratna and Quester (2005) showed that airline advertisements are rich in graphical content and present images that represent one or more national characteristics. That is what national airlines do: they enhance the country-of-origin effect extensively using country-related content, thus establishing links that perhaps didn't exist before. As a part of this process, airlines and countries can feed each other with a mutually supportive, two-way flow of brand equity, and exchange with each other their reputations.

COO as Rational and Emotional Appeals. At the same time, scholars also define another reason why COO is persuasive: its appeal to human nature – whether its rational or emotional side. Country of origin affects people's perception and evaluation of a product/service as having both strong emotional and rational influence (depending on perspective chosen by advertiser). As can be predicted, belonging to services also to a certain degree predetermines the choice of advertising appeals, divided by Kotler (2003) into rational and emotional. An appeal, as described by Manrai et al. (1992), is the basic idea behind an advertisement or the basic reason why an audience should act. Berkman and Gilson (1987) defined advertising appeal as an attempt at creativity that inspires consumers' motives for purchase and affects consumers' attitudes towards a specific product or service, while another definition by Kotler (1991) states that advertising appeal refers to packaging products, services, organizations, or individuals in a variety of ways that clearly deliver a certain benefit, stimulation, identification, or reason to explain what consumers are thinking about and why they buy products. To do so – to draw attention, to influence, to stimulate, to make consumers think of a product or service – advertisers use rational and emotional

appeals. Rational appeals here deal with direct persuasion: via emphasizing benefits and functions of a product/service, it shows the rationality of a consumer's choice (Kotler, 1991). Emotional appeals, on the other hand, are aimed at indirect influence: they try to operate a consumer's psychological, social, and symbolic requirements, where many purchase motives come from (Lin, 2011), usually dealing with either negative (fear, guilt, shame, etc.) or positive (love, joy, pride, etc.) emotions (Kotler & Armstrong, 1991). Zinkhan and colleagues (Johnson & Zinkhan, 1990, Villanova, Zinkhan & Hyman, 1990) also claim that products do not only have physical nature, but psychological and social as well. Therefore, perceptions, ideas, emotions, and feelings that consumers possess about them are essential for purchase choice. We can further add that it is especially true for services due to their intangible nature.

Herz and Diamantopoulos (2013) claim that country of origin cues (or, what they alternatively call country-specific associations (CSAs) can be both rational and emotional. They refer to internally stored knowledge and beliefs about the country (both including country facets like politics, economy, culture, and technology, and people facets like competence, creativity, and labor) in their linkage to a brand as rational, while emotional associations are believed to be those based on positive/negative feelings toward a country. In their study, scholars explored applicability of these approaches to the COO effect with the help of a collage technique and semi-structured interviews aimed at defining differences in consumers' communication of two distinct types of country-specific associations. Their research revealed that rational appeal in terms of relation to a country included references to *quality* (to describe Lufthansa, participants used pictures of a German flag, a watch, and a police officer as those describing punctuality and reliability, and German origin of the brand), *ethics* (production conditions: care for environment, no children labor

use, etc.), *ethnicity* (interconnection of BMW and Germany in people's perceptions), and *economic support* (flyNiki – the last remaining Austrian-owned airline – was chosen to support the home economy). Applying the same technique to emotional country-specific associations, the scholars found that it included *expressions of feelings* (summer, pizza, and holiday were linked with Alfa Romeo), *episodic memories*, and *symbolic references*. Although this study explores the relation between COO and appeals (rational and emotional) and clearly distinguishes tactics, it does not unveil the difference of these approaches and techniques depending on the brand's belonging to goods or to services, whereas such belonging influence is sometimes a crucial factor for choosing advertising appeals.

Studies of COO in Advertising. The above-mentioned studies predominantly utilize survey as the method of data collection, while content analysis, experiment and other methods are used much less frequently, especially when dealing with cross-cultural studies. However, studies conducted to explore the phenomenon within one country have been using the method of experiment as well and tend to prove the same – country of origin significantly influences product judgments (Zdravkovic, 2013) and their purchase intentions (Cai et al., 2004).

The lack of content analysis studies – those exploring, among others, existing advertisements and photographs – in this field that can be attributed to consumer research is partially explained by Kassarian (1977). He claims that consumer studies are mainly concentrated on verbal and symbolic behavior: they study characteristics of the communicator or opinions, behaviors and – again – characteristics of the interpreter of communication messages. Content analysis, on the other hand, studies the message itself – it is the study of the stimulus field. Among the studies that had

applied this methodology and are related to our sphere of interest, he mentioned those measuring changing values in society as reflected in the analysis of mass periodic fiction (Johns-Heine & Gerth, 1949), product and company images' reflection in the media (Stone, Dunphy & Bernstein, 1966), information content in television advertising (Resnik & Stern, 1977), etc. Searches for recent studies on COO have proven that little has changed since Kassirjian's study – content analysis is still relatively rarely used to explore COO issues. We are interested not in the effect (which probably requires an experimental or survey study), but in the message itself – how the defined industry employs COO in its visuals for advertising. The fact that this aspect of communication research remains relatively unattended adds value to the research focused specifically on the documentary evidence – how COO is being conveyed through specific types of advertisement.

As can be seen, the COO issue is found to be important for product perception, evaluation, purchasing intentions, creation of additional value for a product/service with a further possibility to turn this value into financial profits. It has been comprehensively researched in terms of the above-mentioned influences using mostly survey-based methods of analysis, but relatively fewer studies are found to categorize it and research the message itself. The present study fills this gap in the existing research of the country of origin issue.

Country of Origin in Advertising for Service Sector

Although the COO issue has been extensively explored, most studies have focused on manufactured goods while little has been discovered about how COO is employed in advertising strategies for services or intangible products (Han & Schmidt, 1997). A literature review on COO research for services by Javalgi, Cutler and

Winans (2001) showed that the main focus of existing research has recently been put on education, telecommunications, finance and banking, medical services, tourism, and airlines – in the mentioned services COO cues play an important role in evaluation, especially when brand names are not well known to the consumer, and more explicit information is absent (Huber & McCann, 1982). While recent studies have considered the influence of the nationality of the service provider (Harrison-Walker, 1995) and customer loyalty to local airline travel (Bruning, 1997), the influence of the COO issue on service choice receives limited attention.

The reason why there has been less attention paid to advertising for services in general and for COO used service advertising may be the very nature of services, which are internally different from goods in four dimensions: intangibility, simultaneity, heterogeneity, and perishability (Legg & Baker, 1987; Shostack, 1977; Parasuraman, Zeithaml & Berry, 1985; Zinkhan, Johnson & Zinkhan, 1992).

Simultaneity of production and consumption is often aggravated by physical distance between the service provider and consumer (Berthon et al., 1999) – it influences approaches and issues emphasized in ads. Simultaneous production and consumption associated with services, as well as their intangibility, may to some extent explain why COO effects are considered being less significant with services than with goods (Harrison-Walker, 1995).

Another possible explanation of less attention paid to advertising for services is referred to by Hoenen, Karunaratna and Quester (2005) to differences in the type of products evaluated, study designs and the use of single versus multiple cues. For example, when comparing the strength of a single cue (e.g., “made in Japan” as a single attribute) with multiple cues (e.g., COO and price and other product attributes

together), the relative effect of COO in the multi-cue context is much smaller, as found by Johansson, Douglas and Nonaka (1985) after spreading questionnaires between respondents of two different national origins.

However, intangibility and abstractness of most services is probably the most crucial issue to deal with in the context of marketing and advertising – it has been claimed as the most important characteristic differentiating services from products (Heesawat, 2005), a key to determine whether an offering belongs to services or goods (Zeithaml & Bitner, 1996). The primary goal here is to help consumers visualize the service, to make it tangible.

Previous research in this sphere highlighted the fact that since services deserve special attention when visualizing their values, they need to be made more tangible and product-like (Berry & Clark, 1986; Berry & Parasuraman, 1991; Kindstrom et al., 2012). Intangibility of services is a serious challenge for commercial communications. Potential consumer cannot assess it before actually buying, so advertisers are to provide cues about its qualities and benefits. Thus, an important issue often chosen as a main point of attention in ads for services is *quality* – one of the most important elements in service advertisement (Grove, Pickett & Stafford, 1997). As has already been mentioned, trying to evaluate a potential level of service, consumers often use stereotypes about countries as a surrogate indicator of product quality (Johansson, 1989). It means that COO cues can act as a predictor of quality: here we deal with the halo effect – when the country-of-origin cue influences consumers' beliefs about product attributes and only indirectly influences their overall evaluations of products through these beliefs (Han, 1989; Hong & Wyer, 1989). Different visual country-related content in airlines' ads (pictures, physical symbols, specific facts, etc.) is used

not just in order to make it tangible, but also for the personification of the air carrier. Content analysis conducted by Karunaranta, Quester and Johnson (1998) demonstrated that at least one national characteristic is usually present in an airline's printed ads that are rich in graphical content as well.

Airlines deal with marketing of services internationally, which is difficult. Certain difficulties appear since they cross geographical and cultural borders – in terms of quality, for example, their performance can be influenced by different perceptions of service quality that may vary significantly depending on different expectations across cultures (Stafford, 2005). Thus, emphasizing the quality issue in their ads might be challenging. An exploratory study by Karunarantra (1998) revealed that for this purpose services such as airlines, banking, telecommunications and education appear to exhibit brand and country-of-origin cues: airlines, in particular, exploit their national belongings in advertising, relying both on summary and halo effects acting as predictors of the quality to be delivered by the service provider. Being providers of international services – national companies with international profiles, – they globally approach their marketing and advertising activities and appear to actively use country-of-origin information in their differentiation strategy. In line with exporting knowledge, information, technology, and creativity across the globe, world-class service providers like Singapore Airlines or American Express through the COO information often present their national character to the rest of the world as well (Ahmed et al., 2002).

It should be stressed that the issue of quality in ads is not limited just to quality itself – the area of quality references is found to be wider. Turley and Kelly (1997) assign both direct and indirect (reliability, responsiveness, assurance, empathy,

etc.) quality claims as quality declarations. They particularly stress that external communications with customers play a crucial role in their perception of service quality. In this regard, it is especially important to use advertising as one of the important dimensions of external communications with consumers to communicate quality issues that might not be obvious due to the intangible nature of services.

Another aspect of consumer involvement and a possible tool for tangibilization of services is *intimacy*. In attempts to strengthen relations with their customers, service providers eager to make these relations closer, often use intimacy for this reason. Stern (1988) illustrates this with an example of the United Airlines "friend" campaign aimed at associating the generic function of business travel with the warmth and companionship of personal friendship. She also emphasized the emotional appeal implicit in the phrase "your friend," which associates personalized intimacy with airline companies, generally viewed as impersonal and uncaring. Stern also argues that consumers experience closer human relationships and greater intimacy particularly with service providers, since they are often viewed as emblematic of the total service product.

COO can also be regarded as a possible extent of the intimacy issue. In relation to an airline's native country, this intimacy can be further deepened between not just a consumer and a service provider – airline, but often between a consumer and the whole country the airline represents. In this relationship, Hochschild's (1983) used the term of "managed heart" (in our case, a country represented by an airline) to define the strategy of "handling" customer-provider relations. Therefore, working on development of relationships based on intimacy makes sense from two perspectives: airline – consumer (primarily business oriented relationships using the "intimacy"

tool to attract and keep consumers, thus getting profits) and country – consumer (where country is represented by the airline). In the latter case, intimacy in services is being operated for the sake of primarily reputational and image-establishing purposes, where achieving financial benefits is an indirect objective. Although, it is still in the question since we deal, above all, with huge businesses – airlines, even national, are for-profit organizations. At a wider level, the COO effect used by airlines is to brand a country (Anholt, 2007).

Thus, “tangibilization” of services often turns into the #1 priority for advertisers – it helps not just to differentiate a service provider out of many, but it can also turn it into a persona with its own character, story and place of residence – features that speak for the quality of services it provides. This persona can trigger different emotions, and consumers can communicate with it on different levels of involvement – both rational and emotional.

However, existing findings related to the use of appeals in advertisement for services are found to be contradicting: there is no generally accepted opinion supporting the rational or emotional advertising approach. For example, in her article “International Services Advertising. Defining the domain and reviewing the literature”(2005), Stafford opposes LaBand, Pickett, and Grove (1992), Zinkhan, Johnson, and Zinkhan (1992) with their findings that services advertisers used more informational or cognitive ads for the research by Cutler and Javalgi (1993) who reported the use of more emotional appeals. Assigning adventure, humor, romance, sensuousness/sex, status, care for loved ones, play/contest, affiliation issues in ads to emotional appeals, Turley and Kelly (1997) claim services advertising lends itself to use of mainly such type of appeals. Albers-Miller and Stafford (1999) proved the

same in their research discovered that advertisements for services in Taiwan contained expressively more emotional appeals as compared with goods. To be mentioned, though, that Taiwan ads used significantly more emotional appeals in general than ads of the U.S. In this relation, Wang (2000) suggests that rational appeals would be typical for Western cultures whereas emotional appeals are typical in Eastern cultures. These particular findings support the perception of services as those significantly differing from goods in terms of intangibility, which makes them more suitable for advertising via emotional appeals (Swaminathan, Zinkhan & Reddy, 1996). A recent study by Shen (2013) again provides support for this point of view: examining appeals and cultural values in Chinese TV commercials the researcher found that ads for services categories (represented by finance and travel) used more emotional than rational appeals.

In their article “A Comparison of Advertising Content: Business to Business Versus Consumer Services” they cite Young (1981) who also argued that the nature of services differs from those of goods – in terms of a special hierarchy of effects: it is feel -> do -> learn rather than learn ->feel -> do. Such peculiarity, according to Young, makes emotional appeals more effective for service advertising. Here we come to “tangibilization” and personification again: Firestone (1983) noted the importance of developing a service personality (e.g. iconic Singapore Girl in case of Singapore Airlines) through services advertising, and emotional appeals would be the most efficient in representing a service-provider personality to consumers. Reacting on emotional impulse, people tend to project a warm-hearted attitude of Singapore Girl to people (particularly stressed in the airline’s ads) to the company’s image in general and its attitude to its passengers, which is useful for the airline’s business. The same article by Turley and Kelly (1997) also provides the data by Stafford and Day

(1995) that contradicts the findings of the paper cited above. Using message appeal as an independent variable, Stafford and Day conducted an experiment that demonstrated that rational appeals (comfort, convenience, ease of use, economy, health, profitability, quality, reliability, time-saving, efficiency, variety/diversity, environmental friendliness, etc.) were more effective in causing positive response and attitude from the consumers of service ads. However, Turley and Kelly (1997) debate that contradictions in findings can be explained by different types of services and, thus, different types of appeals they might require.

That is what deals with whether to use one appeal or another, and the discussion about possible impacts and influences both approaches might have. Another questionable point is mutual exclusiveness of categories: rational vs. emotional differentiation by Herz and Diamantopoulos (2013), for example, does not provide a clear view of whether positive/negative feelings toward a country as a part of emotional appeal (and, therefore, response's belonging to emotional class) are automatically exclusive of those associations triggered by rational knowledge. In other words, if we, for example, have negative feelings about a certain brand that is caused by a political situation in the country where it is produced, will it still be considered as rational, since we deal with facts (rational aspect) that are not directly related to the brand itself, but which affect our perception of this brand mainly based on emotional response? What are the positive/negative feelings based on?

What triggers associations? What makes us relate foiegras with Air France? Is it knowledge about French cuisine? Yes. What about romance? Chances are we will still consciously or unconsciously link an ad using this value to France. Kanso and Kitchen (2004) stressed that services might be even more susceptible to the influence

of culture, since they inherently involve human communication. Thus, we are interested in cultural codes used to create certain links in peoples' brains when they see airlines' advertising as well. Are these codes something else other than directly communicated country-specific associations (e.g. country name, flag or folk costumes)? How are indirect associations conveyed then? Herz and Diamantopoulos (2013) mentioned, among others, symbolic references causing emotional country-specific associations. What are these references? Apart from the rational knowledge, what is the stimulus causing them? What should be depicted on the ad to help the brain build certain links? In other words, how is the culture coded?

Cultural Meanings of COO in Advertising

Besides being engaged in tangibilization as a persuasive approach aimed at making services more valuable, COO is also related to values – communication scholars have also discussed the cultural meaning of using COO in advertisements. Cultural values depicted in ads usually directly address those dominated within the targeted market. However, in order to attract consumers with a favorable country image (potentially further projected to a product/service in general), advertisers often operate with country-of-origin values as well.

Even international advertising cannot be isolated from values – whether native (possessed by country of origin) or targeted, since the value system is one of the key factors determining society. Rokeach (1968) defines a value as “an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to alternate modes of conduct or end-state of existence”. Applied to cultural values, it turns into the prevailing beliefs and guiding ethics for thoughts and deeds that infuse culture (Srikandath, 1991). Belonging either to the Western or

Eastern world, for example, will impact cultural values stressed in a particular country and, consequently, will influence advertisers' choice of appeals used to advertise in this country (or even region). In such a way values in advertising become appeals: advertisers appeal/play on certain ideas that are believed to be valued in a certain society.

The world is becoming more and more globalized, so is the advertising industry. An important question for the industry arises: how does advertising and culture interact? Scholars (Chan & Cheng, 2002; Cheng & Schweitzer, 1996; Pollay, 1983, 1986; Pollay & Gallagher, 1990) agree that advertising is a carrier of cultural messages and that the content of advertising appeals varies by culture (Alden, Hoyer & Lee, 1993; Choi & Miracle, 2004; Kim & Markus, 1999). Mueller (1987) claims that, advertising tends to reflect the prevalent values of a culture in which it exists, insofar as those values can be used to shape consumption ethic. On the other hand, cultural values transmitted through advertising are powerful forces affecting consumer motivation, life-styles, and product choices (Tse et al., 1989). Advertising messages shape and influence culture; and reflect culture at the same time (Frith & Mueller, 2003). Here we again come face to face with mutual influences. Values affect advertising, while advertising promotes certain values, being, at the same time, also affected by the complex nature of powers: the advertisement industry is heavily influenced both by the distinctive cultural history, values, and philosophies of its audience, and those of its creators (Rotzoll & Haefner, 1990; Taylor, Hoy & Haley, 1996) – marketers' beliefs in certain drivers of purchase behavior matter.

Globalization finds its reflection in advertising content: now it is possible to observe how traditional value systems have been adapted to the world of the global market (Frith & Mueller, 2003).

Applied to the present research, beliefs of advertisers in one or another cultural value as tool to make consumers buy a product or service is important to construct the whole picture of advertising for services in general and ads for airlines in particular.

Systems of cultural values have long been an issue in cross-cultural advertising studies (Belk, Bryce & Pollay, 1985; Cheng & Patwardhan, 2010; Cheng & Schweitzer, 1996; Mueller, 1987, 1992; Sengupta & Frith, 1997). However, the problem was mainly researched in general, not in respect to the service sector specifically. Although previous researchers (Cheng & Schweitzer, 1996; Lu, Cheng & Phelps, 2007; Mueller, 1992) claimed that the type of appeal is often influenced by the category of advertised product, they mainly focused their attention on goods: FMCG sector, industrial products, and automobiles have been repeatedly targeted in the studies of value frameworks. Only the recent study by Shen (2013) partially covers this issue: researching the use of appeals and cultural values in television commercials for indigenous Chinese brands and the difference in the use of these appeals and cultural values across product categories, the author separates services (represented by travel and finance) into a specific category and demonstrates that the most frequently used cultural values under the rational appeal were wisdom (for finance) and naturalness (for travel). For emotional appeals the most frequently used values were security (for finance) and adventure (for travel category).

Possible dependence between country of origin (of a brand, product, or advertiser) and values depicted in ads was previously researched as well (Cheng & Patwardhan, 2010; Lin & Chen, 2006; Lu, Cheng & Phelps, 2007; Zhang & Harwood, 2004). Content analysis-based research by Lu, Cheng and Phelps (2007) studying

advertisements in Chinese magazines to trace the relationship of a product category, advertisers' origin and advertising appeals, as well as findings by Cheng and Patwardhan (2010) examining Chinese and Indian TV commercials for cultural values in their reference to a country of origin (through content analysis as well) demonstrate that these links do exist: frequency of certain appeals used varied in dependence whether the advertiser was of Chinese, European, or U.S. origin. Again, the studies mentioned above do not differentiate advertising for goods and advertising for services, which can differ in terms of category – appeal – country of origin correlation. Although the studies by Cheng and Schweitzer (1996) and Lin (2001) exploring cultural values reflected in Chinese and U.S. television commercials put services into a separate category, it does not focus much on this issue, just briefly mentioning in the findings that the most commonly discovered appeals in Chinese TV commercials for services were collectivism, courtesy, magic, modernity, technology, wealth, and wisdom, while for U.S. commercials it was collectivism, competition, convenience, economy, enjoyment, family, modernity, nurturance, safety, and youth. Another study – by Albers-Miller (1999) – suggests that cultural values might vary by product category. For this reason, the researcher intentionally selected two service (travel and finance) and two goods (apparel and office supply) categories for the study. However, the fact whether there was any difference between the products was not mentioned in the research.

Besides, none of the existing studies have focused specifically on the aviation industry.

What makes the area more comprehensive in terms of the present study is that for our frame of reference we did not find any research taking into consideration all

three variables (country of origin, advertising appeals and cultural values), using content analysis as the methodology, within the context of the service sector represented by a specific industry – air travel.

The sphere of aviation is believed to be that providing sufficient information for analysis. For an airline's performance, it is always a challenge to deal with both the specific characteristics of services and the intrinsic differences across cultures. COO here plays an important role: for this reason it is widely used as a part of the brand nature and communicated via marketing and advertising channels. It is also used to meet the major challenge facing advertisements for international services – developing messages that accurately reflect the culture of interest (Stafford, 2005) – in our case the culture of the airline's home country. Thus, dealing with cultural values is an integral part of advertising activities. This challenge faced by advertisers creates possibilities for researchers as well: exploring messages can help understand the ways culture is represented in the modern world, what cultural values are operated and how they are portrayed, what appeals are addressed, etc. This is what the present study does – examines advertising messages looking specifically at all these variables and their interaction.

Research Questions Proposed

As can be seen from the literature review, the data from existing studies lets us predict the COO effect to be observed in airlines' advertisements under the research, with only the percentage of such advertisements to be specified based on the results of the study applied to the Taiwan market. However, what is interesting to observe is the specific types of content predominantly used by advertisers in such kinds of advertisements. Thus, the following research question was proposed:

RQ1: What contents are used to portray country of origin (COO) in the airline advertisements in Taiwan?

To answer this question, we further looked at the dependence between COO appearance and advertiser's origin: whether there were countries represented by airlines that value their nationality more, which found its embodiment in the advertisements they produced.

Going further with the issue of rational and emotional appeals, we have faced contradictions regarding the dominance of whether rational or emotional appeals applied to advertising for services in the existing scope of studies. Applicability of these contradictory findings in service sector advertising to the specific industry of civil aviation has created impressive possibilities for research. Taking into consideration existing findings and their opposing results, it was particularly interesting to know what type of appeal airlines used in communication campaigns. Researching the advertisings by airlines, the current study explored, among other approaches and techniques, the use of rational and emotional appeals in such advertisements.

Thus, in regard to opposition of two appeals in advertisements – rational versus emotional – we have come to the following research question:

RQ2: What advertising appeals (rational and emotional) are used by airlines in the airline advertisements in Taiwan?

If the COO effect is present in these advertisements as well, it is also useful to know the correlation between these two variables. Therefore, the third research question is the following:

RQ3: Is there a correlation between the presence of country of origin (COO) and use of advertising appeals (rational and emotional)?

As might be concluded from certain research, the issue of service quality often becomes the main focus of advertising for services. Bearing in mind that the category of “quality” belongs to rational appeals, it might be hypothesized that being a service provider of consumer services, airlines use rational appeals more frequently. However, research also shows that services also use emotional appeals in their ads in general and in those of them operating the COO effect in particular. Although COO research has long treated the role of COO as a cognitive, verbally expressed, and consciously processed allusion (e.g. dealings with quality), Herz and Diamantopoulos (2013), for example, claim that emotional associations, personification, memories, and symbolism related to a country may also be part of the consumer’s brand perception. Therefore, such kinds of associations may be used in advertising for services as well. Taking into consideration these two points of view, we now face a largely contradictory phenomenon.

Thus, hypothesizing at this stage appears premature, since – as can be seen from the above data – scholars have previously reached conclusions that were wide as the poles asunder. Another important aspect is that advertising for airlines as service providers appears to deal with the compound nature of such service and, therefore, a different approach to advertising that might be implied. There were no cues playing in favor of any point of view so far, hence we had to conduct our own research in order to clarify the issue of rational vs. emotional appeal applied to airline advertising in general and its relations with the COO effect in particular.

Being interested in cultural values addressed in airlines’ advertising, in order

to further integrate the results of the value findings into the whole picture of interconnections between the use of certain appeals, engaging the COO effect and their correlation to the presence of certain values, we have formulated the fourth research question:

RQ4: What are the cultural values (Eastern vs. Western) manifested in airline advertisements?

Taking into consideration the debates over standardization or adaptation of international advertising messages in different countries taking place as a part of research of cultural values (Cho & Cheon, 2005; Jeannet & Hennessey, 2001; Mueller, 1987, 1992; Stafford, 2005, Vrontis & Vignali, 1999), the research could take any of the approaches. National country-based international airlines, by their very nature, have brand names that have international recognition, and their advertisements might convey the idea “all over the world” through reflecting modern Western values. On the other hand, we predicted that the region in broader understanding could influence the operation within a specific value system. Taiwan is an Asian country that is for geographical reasons better air connected with Asian countries than with European or American countries. It also means that foreign airlines acting in Taiwan’s market are predominantly of Asian/Eastern origin. Another factor to be mentioned is that Taiwan as a traveler’s point is mainly a final destination, not an international hub situated in the same region like Hong Kong or Singapore, therefore the level of “cosmopolitanism” is less evident. Current research helps us to understand what trend is applicable to the Taiwan case.

In relation to the COO effect as a possible dominant feature of airlines’ advertisements, we were also interested in the value context this effect was placed in.

Thus, the following research question was formulated:

RQ5: Is there a correlation between cultural values and the presence of country of origin (COO) in airline advertisements?

Here we pay attention to three factors: the nature of the industry, target audience, and the essence of COO. Taking into consideration different values matters in each case (e.g. modernity for aviation, traditional values of a country for COO, and group consensus for the target audience as those representing Eastern mentality), a hypothesis was not formulated, since the dominance of one of the factors or their equal representation was under the question of the research.

To further deepen the study and to trace possible correlations between the phenomena observed, we looked at the interrelations between all three variables. Thus:

RQ6: What is the relationship between the presence of country of origin (COO), advertising appeals (rational and emotional), and cultural values in airline advertisements?

Thus, our current study addressed general limitations for the service sector in existing research and narrowed the area of research to civil aviation advertisements. It explored the relationships between the COO issue, its belonging to either rational or emotional appeal, the use of specific appeals in airlines' advertisements, and the value context it was placed in.

Chapter 3

Methodology

In the current study, airline advertisements are content analyzed, mainly for the country of origin, advertising appeals and cultural aspects. Defined by Walizer and Weinir (1978) as a systematic procedure to examine the content of recorded information, content analysis is widely recognized as a systematic approach to describe media content and an effective way to analyze advertising materials. Within the frame of the present research focused on studying the message itself, this methodology provides well-structured quantitative data for further analysis.

Sampling

The samples analyzed in the study include major magazines in Taiwan in the categories of Finance/Business, General Interest, and Travel/Food/Lifestyle, as these were the most popular magazine genres in Taiwan³. The readers of these magazines are similar to the target consumers of the airline industry, in their demographic profile, that is, aged 24-55 with at least a college degree and working as professionals who travel frequently both for business and leisure.

For “Finance and Business” magazines, the publications with the highest circulation and readership⁴ are chosen: 1) *Business Weekly* 商業周刊 (weekly publication) as the most popular business publication in Taiwan with the highest circulation among finance and business periodicals (average readership of every issue – 1 233 000 people; average circulation of 129 690 copies from January to June

³Magazine Publishing Industry Survey, GIO

⁴Nielsen Media Index 2013Q1 (12-65 years old)

2013⁵; 2) *Common Wealth* 天下雜誌 (semi-monthly, average readership of every issue – 815 000 people, 120 000 copies per week⁶; 3) *Business Today* 今周刊 (weekly, average readership of every issue – 523 000 people, 140 000 copies per week⁷). Those magazines were selected not only as the most popular on the Taiwanese market, but also as those belonging to different publishing houses (*Business Weekly* 商業周刊 by Business Weekly Group, *Common Wealth* 天下雜誌 by The Common Wealth Magazine Group, and *Business Today* 今周刊 by Business Today Magazine) and thus representing different editorial policies and advertising approaches.

Among the category of “General Interest” the following magazines with the highest readership, also belonging to different media holdings were chosen: 1) *Next Magazine* 壹週刊 (Next Media, 114000 copies weekly⁸, dominates the market for general-interest magazines); 2) *China Times Weekly* 時報周刊 (China Times Group, 120 000 copies weekly⁹); 3) *Global Views Monthly* 遠見雜誌 (Commonwealth Publishing Group, average readership of every issue – 670 000 people¹⁰, 108 000 copies monthly¹¹).

Among the category of “Travel/Food/Lifestyle” the following magazines were chosen: 1) *TRAVELCOM* 行遍天下 (Hong Shuo Cultural Enterprises 宏碩文化事業股份有限公司, 80 000 copies monthly¹²); 2) *az Travel* 旅遊生活雜誌 (65 000 copies monthly, Alltronics Utilities 華訊事業股份有限公司); 3) *Taipei Walker* (Kadokawa

⁵Audit Bureau of Circulation

⁶Common Wealth official website

⁷Business Today official website

⁸Magazine Business Association of Taipei, 2013

⁹Magazine Business Association of Taipei, 2013

¹⁰Nielsen Media Index 2013Q1 (12-65 years old)

¹¹Magazine Business Association of Taipei, 2013

¹²Magazine Business Association of Taipei, 2013

Taiwan Corporation, 150 000 copies monthly) as those most popular (circulation and readership¹³).

In terms of sampling frame, all airline advertisements published in the above selected magazines within the timeframe of five years (from January 2009 to March 2014) were selected and analyzed. Considering the fact that airline advertisements were not found in every issue of the selected magazines, this timeframe helped in providing a sufficient quantity of material for quantitative analysis in the current study.

Thus, the total number of the examined publications comprised 1432 copies among 9 magazines (including monthly, semi-monthly, weekly and semi-weekly publications). 505 airline advertisements were found within the selected frame, with 166 advertisements selected for further analysis. Duplicates (advertisements of the same airline using the same language with the same content) were excluded from the coding, in order to minimize redundancies that may skew the results (Resnik & Stern, 1991). Advertorials (advertisement in the form of editorial content) were excluded as those representing a different type of advertisement approach and using different techniques, tools and appeals, thus being not representative in terms of the study objectives. In cases when the number of advertisements belonging to the same advertising campaign of the same airline exceeded 5, all further pieces were excluded from the analysis in order not to bias the results via duplication of the same appeals and values portrayed in the advertisement.

¹³Taiwan Nielsen Media Index, 2013

Unit of Analysis

The unit of analysis is one ad. Any advertisement sized from a double-page spread to one-third page, both colored and B/W, were included and considered as one ad. Printed images are chosen as a unit of analysis since printed media medium (particularly, magazines) are often preferred by airlines as those allowing pinpointing specific audiences, thus being cost-efficient and response-valued. On the other hand, visuals are used to command attention and stimulate curiosity (Hecker & Stewart, 1988; Wells et al., 2003; Moriarty, 1987), which makes them an integral element of any communication campaign. According to An (2007), demonstrating product features and benefits, establishing a personality for a product, associating it with certain symbols, and strengthening brand identity, visuals therefore add meanings to something that is initially neutral. In the case of services it is even more important, since apart from being neutral they are also intangible. Images help tangibilizing services, which make them widely used by service providers (airlines in our case). Thus, printed visuals are a reasonable and representative unit for analysis.

Coding

Besides general background information for an advertisement (e.g. magazine name, magazine genre, and issue date) and of the advertiser (airline name, airline's native country), the major coding categories include country of origin, advertising appeals, and cultural values.

Country of Origin Coding Categories. For country of origin, there are two types of categories: 1) *symbols* embodying national identity: national flags, national colors, national flora/fauna, landscapes/sights/historical objects, traditional handicrafts, national cuisine, folk costumes, national heroes/celebrities, and “other”

category; 2) *belonging of leading performer or non-human subjects*: races, nationalities, or other possible indicators of national identity. If a symbol or information on country of origin was found in advertisement, the category was coded as 1; if not, it was coded as 0.

Advertising Appeals Coding Categories. Based on the studies by Mueller (1987) and Pollay (1983), the categories of advertising appeals in the current study were divided into two types: 1) *rational* (including 8 subcategories) and 2) *emotional* (10 subcategories), for a total of 19 advertising appeals analyzed.

Following the work of Pollay (1983), the coded scores for the above categories were averaged and calculated to create one indicator for advertising appeal (i.e., rational v.s. emotional) (see Appendix 2 for the code book).

Rational Appeals. By rational appeals we refer to those based on attributes and quality of the product or service: benefit, cheapness/economy, convenience/comfort, effectiveness/quality, modernity/technology, safety, uniqueness, and labor. This approach deals with appealing to the consumer's logic and persuading the consumer to choose the desired result.

Emotional Appeals. By emotional appeals we mean those aimed to stimulate people's emotions rather than sense of the practical or impractical; it appeals to consumer's psychological, social, or emotional needs, and includes: adventure, aesthetic, care/nurturance/warmth, family, hedonism, romance, sensuousness/sex, status, tradition, and youth.

Cultural Values Coding Categories. Based on the studies by Mueller (1987) and Pollay (1983), the categories of cultural values in the current study were divided

into two types: 1) Eastern and 2) Western mentality belonging (each including 5 subcategories).

Following the work of Pollay (1983), the coded scores for the above categories were averaged and calculated to create one indicator for cultural orientation (i.e., Eastern vs. Western) (see Appendix 2 for the code book).

Eastern Values. Talking about Eastern values, we mean those dominantly shared in societies of the so-called Eastern world (mainly Asian countries, plus the island countries in the Indian Ocean). Asian mentality is more about being group oriented (collectivism), passive, mental, and introverted, while the values include tradition, status, oneness with nature, etc. Categories include: group consensus, soft-sell, veneration of the elderly/traditional, status, oneness with nature

Western Values. Western values are not those geographically delineated – in the contemporary cultural meaning, the phrase "Western world" includes Europe, as well as many countries of European colonial origin with substantial European ancestral populations in the Americas and Oceania (Thompson & Hickey 2005). Western mentality is characterized by individualism; it is more physical, assertive, and extrovert, which finds its embodiment in values like independence, modernity, manipulation with nature, etc. Categories include: individual and independence, hard-sell, youth/modernity, product merits, manipulation of nature.

Coding Procedure. The two coders in the study were international students in the master's program at National Chengchi University (including the researcher). Both of the coders were rather fluent in Mandarin, with about five to eight years of learning the language, and two to three years of living experiences in Taipei. They

were introduced to the codes book and coding sheet, and practiced in three training sessions with about 15% of all samples until the average inter-coder reliability for all categories reached close to 0.87 (0.92 for country of origin category, 0.83 for advertising appeals category and 0.87 for cultural values category). The sessions included coding sample materials, with the following discussion of the results afterwards including the analysis of disagreements.

Initially in the coding process, the category of “Emotional Appeals” was the most challenging for the two coders to agree on, with an inter-coder reliability of 0.83. With minor revision of the coding book and more practices based on the definitions, the inter-coder reliability was further improved and increased 0.87.

To reduce the influence of the coders’ international background, some efforts were made in the training and coding process. The imagery of the ads was relatively easy for the coders to comprehend, and the understanding of textual information was aided with translation and with assistance from native speakers in the cases where two coders found difficult to achieve consensus.

Each coder coded 83 advertisements. The overall inter-coder reliability was tested through 35 advertisements (21%) tested by both coders and inter-reliability tests performed according to Holsti’s (1969) formula. Since the study had several variables placed into categories, final reliability coefficients varied from 0.86 for advertising appeals to 0.89 for cultural values and 0.94 for country of origin categories, thus exceeding the minimum inter-coder reliability of 0.85 specified by Kassarjan (1977).

The researcher selected the advertisements for this study and provided color photographs for coders.

Chapter 4

Results

General Findings

The analysis of 166 advertisements has proven the initial predictions: country-of-origin clues were observed in 65.7% of the advertisements (109 pieces). Most of the samples were provided by airlines from Taiwan, Hong Kong and Singapore (see Table 1), which is logical in terms of the region observed.

Table 1
Number of ads per country.

Airline Country of Origin	Total (100%)
Taiwan	69
Hong Kong	27
Singapore	20
Malaysia	7
Korea	7
Thailand	6
USA	6
Other countries	6
China	5
Vietnam	4
Japan	3
Emirates	3
Europe	3
Total	166

Although the data represents the situation in the advertising market for airlines in Taiwan (as well as provides understanding of the airlines and their counties of origin operating in Taiwan's civil aviation market), these findings allow us to make comparisons namely between these countries, while the data from other countries does now allow drawing inferences about the frequency of COO use in advertisements.

COO Use in Ads (RQ1)

As shown in the Table 2, Asian countries (mainly Taiwan, Singapore, Hong Kong, Malaysia, Korea, and Thailand) provided sufficient amount of data for analysis that demonstrated a high percentage of the COO use.

Table 2
Frequency of the COO use by countries (cross-tabulation).

Airline' Country of Origin	Use of COO		Total (100%)
	No	Yes	
Taiwan	28(40%)	41(60%)	69
HongKong	10 (38%)	17(62%)	27
Singapore	2 (10%)	18 (90%)	20
Malaysia	2 (29%)	5 (71%)	7
Korea	5 (71%)	2 (29%)	7
Thailand	0	6 (100%)	6
USA	1 (17%)	5 (83%)	6
Othercountries	3 (50%)	3 (50%)	6
China	1 (20%)	4(80%)	5
Vietnam	1 (25%)	3 (75%)	4
Japan	1 (33%)	2 (67%)	3
Emirates	1 (33%)	2 (67%)	3
Europe	2 (67%)	1 (3%)	3
Total	57	109	166

However, a different number of airlines for countries and different approaches observed for different players is another reason why the comparison of COO use frequency for countries could not be valid within the framework of the present study. For example, it is mainly Singapore Airlines for Singapore, and the airline puts a high emphasis on its origin in almost every advertisement it publishes. In Taiwan, on the other hand, there are four airlines found as advertisers, and their advertising approaches in terms of the COO use differ significantly. Thus, it is not correct to compare a single company with four companies by averaging their approaches.

Therefore, based on the results of the current study we cannot say which countries value their origin more in advertisement. Further extensive research including different regions is needed to answer this question.

In terms of specification of the content, we were interested in specific types of content predominantly used by airlines in their advertisements. RQ1 asked what symbols are used to portray country of origin in the airline advertisements in Taiwan. As shown in Table 2, the “Other” category (60.6.%) mostly appeared in advertisements. In most of the cases the code “Other” meant flight attendant representing airline’s country of origin nationality and/or wearing a uniform with the design based on traditional outfits. The other most popular categories are “Folk Costumes/Traditional Outfit” – 27.5% (again, mostly embodied in cabin crew uniform) and “Landscapes, Sights, Historical Objects” (24.8%).

Table 3
Frequency of COO symbols.

COO symbols	Frequency	Percent
Folk Costumes/Traditional Outfits	30	27.5
Landscapes/Sights/Historical Objects	27	24.8
National Flora/Fauna	6	5.5
National Heroes	5	4.6
National Cuisine	5	4.6
Traditional Handicrafts	2	1.8
National Colors	2	1.8
Themed Planes/Airports	1	0.9
National Flag	1	0.9
Other	66	60.6

Note: Symbols as categories are not mutually exclusive. In most of the cases the “Other” category was represented by flight attendants.

COO and Advertising Appeals (RQ2 and RQ3)

RQ2 asked what advertising appeals (rational and emotional) are used by airlines in their advertisements.

Statistical analysis demonstrated almost equal segregation between two appeals: 52.4% (87 ads) for rational appeals versus 47.6% (79 ads) for emotional appeals (see Table 4 and Table 5 for further specification of the appeals frequency).

Although the initial percentage breakdown between rational and emotional appeals was almost equal, proceeding to RQ3 that had asked about possible correlation between appeals and the use of COO in ads, we witnessed a different picture. When looking specifically at advertisements where the COO was observed, the difference in figures was more significant: 41.3% (47 ads) for rational appeal versus 56.9% (62 ads) for emotional appeal (see Tables 6 and Table 7).

Table 4
Frequency of Rational Appeals.

Rational Appeal	Frequency	Percent
Convenience/Comfort	64	38.6
Benefit	53	31.9
Uniqueness	39	23.5
Cheapness/Economy	21	12.7
Modernity/Technology	21	12.7
Effectiveness/Quality	21	12.7
Labor	9	5.4
Safety	0	0

Note: Appeals as categories are not mutually exclusive

Table 5
Frequency of Emotional Appeals.

Emotional Appeal	Frequency	Percent
Adventure	65	39.2
Enjoyment/Fun	36	21.7
Aesthetic	24	14.5
Tradition	18	10.8
Care/Nurturance/Warmth	16	9.6
Hedonism	14	8.4
Family	8	4.8
Status	9	5.4
Romance	6	3.6
Sensuousness/Sex	5	3
Youth	8	4.8

Note: Appeals as categories are not mutually exclusive

Thus, ads that do not use COO were more likely to use more rational appeals ($\chi^2=10.99$, $df=1$, $p<.01$). Table 6 below shows that among all the ads that do not use COO, only 29.8% used emotional appeals, while 70.2% did not.

Table 6
Cross-tabulation of COO Observed & Rational Appeals.

		Rational Appeals		Total
		No	Yes	
COO Observed	No	17 (29.8%)	40 (70.2%)	57 (100%)
	Yes	62 (56.9%)	47 (41.3%)	109 (100%)
	Total	79 (47.6%)	87 (52.4%)	166 (100%)

Note: $\chi^2=10.99$, $df=1$, $p<.01$

Table 7
Cross-tabulation of COO Observed & Emotional Appeals.

		Emotional Appeals		Total
		No	Yes	
COO Observed	No	40 (70.2%)	17 (29.8%)	57 (100%)
	Yes	47 (41.3%)	62 (56.9%)	109 (100%)
	Total	87 (52.4%)	79 (47.6%)	166 (100%)

Note: $\chi^2=10.99$, $df=1$, $p<.01$

COO and Cultural Values (RQ 4 and RQ5)

RQ4 asked what cultural values (Eastern or Western) are used by airlines in their advertisements. Statistical analysis demonstrated the same pattern as for advertising appeals – almost equivalent partition between categories, with slightly higher frequency for Western values: 48% (79 ads) for Eastern values versus 52% (87 ads) for Western values (see Table 8 and Table 9).

Table 8
Frequency of Eastern Values.

Eastern Values	Frequency	Percent
Soft-sell	79	47.6
Oneness with Nature	34	20.5
Group Consensus	14	8.4
Status	8	4.8
Veneration of the Elderly/Traditional	5	3

Note: Values as categories are not mutually exclusive.

Table 9
Frequency of Western Values.

Western Values	Frequency	Percent
Product Merits	81	48,8
Hard-sell	72	43,4
Manipulation in Nature	11	6,6
Individual and Independence	8	4,8
Youth/Modernity	8	4,8

Note: Values as categories are not mutually exclusive.

Answering RQ 5 about the correlation between COO and cultural values, we observed reverse tendency: Eastern values dominated 59.6% (65 ads) over Western values 40.4 % (44 ads) in those advertisings where the COO was observed (See Tables 10 and 11).

Table 10

Cross-tabulation of COO Observed and Eastern Values.

		Eastern Values		Total
		No	Yes	
COO Observed	No	42 (73.7%)	15 (26.3%)	57 (100%)
	Yes	44 (40.4%)	65 (59.6%)	109 (100%)
	Total	87 (52.4%)	79 (47.6%)	166 (100%)

Note: $\chi^2=16.64$, $df=1$, $p<.01$

Table 11

Cross-tabulation of COO Observed and Western Values.

		Western Values		Total
		No	Yes	
COO Observed	No	15 (26.3%)	42 (73.7%)	57 (100%)
	Yes	65 (59.6%)	44 (40.4%)	109 (100%)
	Total	87 (52.4%)	79 (47.6%)	166 (100%)

Note: $\chi^2=16.64$, $df=1$, $p<.01$

Thus, ads that do not use COO were more likely to use more Western values ($\chi^2=16.64$, $df=1$, $p<.01$). Table 10 above shows that among all the ads that do not use COO, only 26.3% used Eastern values, while 73.7% did not.

Correlation between COO, Appeals and Values (RQ6)

In terms of relations between appeals and values, the correlation was also observed. Statistical analysis demonstrated (table 12) that among all the ads that did not use emotional appeals only 12.6% used Western values, while 87.4% employed Eastern values.

Table 12

Cross-tabulation of Emotional Appeals and Eastern Values.

		Eastern Values		Total
		No	Yes	
Emotional Appeal	No	76 (87.4%)	11 (12.6%)	87 (100%)
	Yes	11 (13.9%)	68 (86.1%)	79 (100%)
	Total	87 (52.4%)	79 (47.6%)	166 (100%)

Both appeals and values were, in turn, correlated with COO in ads (see tables 6,7,10, and 11) that let us make a conclusion about interrelations between all three variables: in many cases the presence of country-of-origin cues in the ad was positively related to emotional appeals and Eastern values observed for this advertisement. For example, Figure 1 provides us with an example of China Airlines advertisement (Taiwan airline). Here we observe COO embodied by flight attendants representing Taiwanese nationality and wearing a uniform featuring elements of traditional Chinese costume, emotional appeals (adventure and tradition, specifically) and Eastern values (soft-sell and oneness with nature). Thus, this ad is a classic example of the COO-Emotional-Eastern pattern.

Figure 1
Ad Example of COO-Emotional-Eastern: China Airlines.

烏魯木齊、麗江開航 帶您一覽兩樣風光

華航集團直飛烏魯木齊、麗江航點

想探索不一樣的都市風貌？華航集團為您展開絕色美景。無論走訪戈壁大漠，感受維吾爾特色文化，或者遊歷麗江古城，到玉龍雪山、黑龍潭攬勝奇景，現在皆能輕鬆暢玩，悠遊百變中國大陸。

航線	班機	城市	客量	機位	備註	航線	班機	城市	客量	機位	備註
台北-烏魯木齊	CI 663	1410	200	2-3-7	A330	台北-麗江	AK 311	0910	100	1-3-5	A330
烏魯木齊-台北	CI 664	0300	10-00+1	2-3-7	A330	麗江-台北	AK 312	1200	100	1-3-5	A330

中華航空 CHINA AIRLINES

華航航空

On the other hand, Figure 2 exemplifies an opposing pattern – Non-COO-Rational-Western. In the ad for Hong Kong airline Cathay Pacific we found no COO cues. It appealed to rational feelings of consumers emphasizing cheapness and economy, and did it in a direct and straightforward way peculiar for Western cultures (hard-sell).

Figure 2

Ad Example of Non-COO-Rational-Western: Cathay Pacific Ad.



Chapter 5

Discussion

General COO Discussion

The results of the current study proved our initial expectation that airlines extensively use their national belonging in advertisements – more than 65% of the analyzed advertisements demonstrated COO cues to a greater or lesser extent. These findings are consistent with previous studies that have examined COO in general and those researching services particularly. Almost every classical carrier used COO, with the extensiveness varying: for example, Singapore Airlines emphasizes their origin in almost every advertisement – through their iconic Singapore Girl embodying national features of warmth, care and friendliness and bringing them around the world with the help of Singapore Airlines, as well as wearing the traditional Malay outfit. The approach of Taiwanese airlines appeared to be different: China Airlines preferred to focus on their origin – whether via flight attendants portrayed in advertisements, traditional costumes, recognizable Taiwanese landscapes or sights, or national flower, while EVA Air tended not to draw specific attention to its origin. For the latter case, some changing tendency could probably be defined: a recent campaign launched by EVA has been featuring Takeshi Kaneshiro – a Japanese-Taiwanese celebrity. However, the COO relation in this case is not significantly obvious, at least for international audiences.

Another predictable trend observed during the study is that low-cost airlines tend not to stress their origin, since the business specificity – they prefer emphasizing universality and cosmopolitanism, and prefer not to be linked with specific locations – they belong to smart and saving travelers around the world. Thus, these airlines

showed no COO in their advertisements. However, the number of such ads discovered during the study is not representative for a comprehensive comparison – it requires further research focused on low-cost carriers specifically.

Answering RQ1, we found out that the most popular symbols of COO used by airlines go under the category of “Other”. This category was mainly represented by people – cabin crew members of the same origin with an airline, often wearing uniforms featuring traditional apparel elements easily recognizable by the international public as those representing a certain country/region (like Chinese, Thai, or Arabic). The popularity of this approach to the COO use can be explained by its versatility: from one hand, it has a clear connection to aviation via portraying a highly representative image – one of the first associations people have when talking about flights. It also emphasizes people’s/employee values, which is a very popular tool in present SCR reality. On the other hand, national belonging is easily applied to this image: all they have to do is use a person with a typical appearance and let her/him wear a traditional outfit based uniform.

The next category in popularity was “Folk Costumes/Traditional Outfit”, embodied predominantly by flight attendants’ apparel. However, there were cases depicting national costumes apart from an airline’s crew – national Vietnamese dancers for Vietnam Airlines, for example. National costumes and national characters are colorful images that have a huge potential in conveying national features and causing interest and curiosity among potential clients, that is why their vast use by airlines is understandable. At the same time, neglecting national cuisine as a COO cue (only 3% of ads) triggers question, since the potential of this category is the same (if not higher) than “Traditional Costumes”. Food is a universal value and one of the

main reasons of vacation traveling (substantial share of airlines' clients) – it is a part of discovery and experiencing of new places. It is also a service tool onboard – airlines mainly serve in-flight meals based on their native cuisines. Thus, the fact that they are not using this tool for promotions appears to be an omission.

The category of “Landscapes/Sights/Recognizable Objects” was the third most popular among COO symbols. It is also understandable, since nothing speaks better of Taiwan to international travelers, for example, than Taipei 101. Therefore, airlines' will to establish links with their native countries via worldwide recognizable objects is the path of least resistance.

Advertising Appeals Discussion

At the stage of reviewing literature we faced contradictions in scholars' conclusions regarding rational or emotional preferences in advertisements for services. The actual research proved the equivalence of two approaches: rational and emotional appeals in airlines' advertisements appeared to be almost 50/50. Dominance by rational appeals (although not significant – 53% versus 47% for emotional) finds support by LaBand, Pickett, and Grove (1992), Zinkhan, Johnson, and Zinkhan (1992) with their findings that services advertisers used more informational or cognitive ads, with quality being one of the most important elements in service advertising. Present research proved extensive use of quality issues by airlines (wide-sense, including benefits (31.9%), convenience and comfort (38.6%), and effectiveness and quality itself (12.7%), as defined by Turley and Kelly (1997), that can be explained by the service nature of airlines. They put emphasis on quality as a not obvious issue due to the intangible nature of services and therefore requiring additional explanations for consumers. This approach helps not only consumers, but, according to Lin and Chen

(2006), it benefits companies as well via increasing purchase intentions.

Within the present study we didn't find any appeals to safety within the rational appeals category, which might at first be surprising – taking into consideration the importance of this issue for air transportation. However, if we further analyze this result, the explanation could be found in a high sensitivity of the issue for aviation. Although air carriers continuously emphasize safety as their top priority in their internal and external communications, they, apparently, tend not to advertise the issue directly. Unfortunately, there is always a chance that something will go wrong – for any industry or sphere – and the price for this “wrong” in aviation is extremely high. We can even probably regard avoiding this issue like a kind of superstition, but the fact remains – not a single advertisement emphasizing safety was observed.

Further research of advertising appeals involved employing COO as a variable, which changed the percentage breakdown: 43% for rational appeals and 57% for emotional appeals. Thus, COO was more related to emotional appeals than to rational. These findings are also supported by much research (i.e. by Herz and Diamantopoulos (2013), Turley and Kelly (1997)), claiming that emotional associations, personification, memories, and symbolism related to a country may also be part of the consumer's brand perception and therefore widely used in advertising for services. Being aimed at indirect influence and trying to operate consumer's psychological, social, and symbolic requirements, when combined with COO, emotional appeals act as those dealing with country-specific emotions. Answering such emotional impulses, people, for example, often project a warm-hearted attitude of Singapore Girl to the company's image in general and its attitude to its passengers, is useful for the airline's business

as well. Knowing that, airlines use a combination of COO with emotional appeals more often in their advertisement.

The dominance of emotional appeals in COO relation could also be explained and understood by the sampling universe specific: most of the advertisements found and researched represented Eastern airlines and, therefore, Eastern cultures, which, according to Wang (2000) typically tend to use emotional appeals.

Ascertaining the dominant emotional appeals in airline advertisements, we observed “Adventure” (39.2%), “Enjoyment/Fun” (21.7%) and “Aesthetic” (14.5%) as those appearing more frequently. Similar results for the adventure category were obtained by Shen (2013) who researched the use of appeals and cultural values in television commercials for indigenous Chinese brands. In her research, adventure appeared to be the most frequently used appeal for travel category. Turley and Kelly (1997) also defined adventure as one of the most commonly used emotional appeals in advertisement for services. We can assume that for airlines it is especially significant because of the business specific – air travel is always a journey, so why not emphasize this in advertising campaigns? The category of “Enjoyment and Fun” is close to the “Adventure” category: the basic idea behind it is that choosing a particular airline will make consumers feel happy – whether by travel itself or by a destination an airline will bring them to. Operation within this category is easy, efficient and predictable, that is why its popularity is understandable. As for the “Aesthetic” category, this result appeared to be to some extent surprising, since there are many categories seemingly more suitable for airlines’ advertising (like care, family, or tradition). However, the study found many examples featuring aesthetic as an inherent value (that was especially surprising for Korean Air, for example). This

fact could probably be explained by innovative approaches to advertisement in a particular sphere and the desire to stand apart from the crowd that mostly operates clear messages and images. In terms of the aesthetic category, the message behind the image is not always obvious and requires a certain amount of effort from consumers to understand it. Alternatively, the idea of such ads is just aesthetic pleasure that might be further projected onto an airline triggering purchase decision.

Cultural Values Discussion

Another problem we faced while reviewing literature was the debate over standardization or adaptation of international advertising messages in different countries taking place as a part of research of cultural values. Specific to the airline industry in general and peculiarities of the Taiwanese market were adding further complications to the issue: there were both pros and cons for any value system – whether Eastern or Western to appeal in advertisement. The results of the study supported equality for general findings 48% for Eastern values versus 52% for Western values. Almost equal results for the two value systems can be explained by opposite tendencies eventually counterpoising each other: the international nature of airlines as well as the cosmopolitanism of the industry (Western values) is balanced by region specificity (Asia) and peculiarities of Taiwanese air transportation market (final destination, not an international hub) leading to more Eastern values observed. Since we still witnessed a small dominance of Western values over Eastern, it is worth mentioning the most popular values observed: product merits (48.8%) and hard-sell (43.4%). These values operate within the quality field. The category of quality belongs to rational appeals. Thus, we observe further proof for Wang's (2000) suggestion about correlation between rational appeals and Western values. On the

other hand, it is natural for airlines to stress characteristics of their products in advertisement, in such a way providing their potential clients with additional information. Pricing, benefits of business class travel, luggage questions, comfort of modern cabins, etc. – these were the issues emphasized in airlines' advertisements via in-depth description of them as product features.

Hard-sell inducing rational thinking that supposes to lead to the logical decision to buy was heavily used as well. Seemingly similar to product merits category, they differ in a way defined by Mueller (1987). He assigned stressing on an in-depth description of some characteristics of the product as a feature of product merit appeals, with the benefit to the consumer being secondary or implied. For the hard-sell category the situation is opposite: it emphasizes values provided for consumers, and benefits to them are prioritized. Such kind of ads is exclusively sale-oriented: no metaphors or cue – only a direct call to action. For that reason hard-sell advertisements were rarely connected to COO, since COO tends to operate in a softer way.

When we employed COO as a variable, the same inverse correlation as with the case of advertising appeals became evident: Eastern values dominated 60% (65 ads) over Western values 40 % (44 ads) in those advertisings where the COO was observed. Thus, we can say that COO was more related to Eastern values than to Western.

First, it goes in line with the location of the market observed – it appears to be logical to detect more Eastern values manifested in advertisements in Asia. However, if the case was just the region, we would witness dominance of Eastern values even without employing COO as a variable. There should be something else to cause that

kind of interdependence. The explanation of this phenomenon could probably be found within the specific categories that were used significantly more often in airlines' advertisements featuring COO and manifesting Eastern values: soft-sell (47.6%) and Oneness with Nature (20.5%). Talking about soft-sell as a category, we mean emotional story, mood, atmosphere and sentiments playing an important role in ads. Although Herz and Diamantopoulos (2013) claim that country of origin cues can be both rational and emotional, within the present study we have already witnessed that for airlines as a service sector representative emotional associations appeared to be weightier than rational ones in combination with the COO issue. On the other hand, a country is often a good storyteller itself, that's why using it within the framework of the soft-sell category makes sense. Thus, selling softly with the help of emotional appeals (like adventure or enjoyment) to country-specific emotions is what we observed as a main tendency within value systems for airlines. The second most popular category – oneness with nature – is to some extent contradicting to the essence of aviation that obviously controls nature with modern technology. But if we take the country-of-origin issue into consideration, it becomes logical – COO cues often feature idyllic nature landscapes representing the airline's native land.

As the current study employed cultural values based on previous literature as the coding category for examining airlines ads, it was found that the definition of Eastern and Western cultural values in advertising may be refined for future research. For example, the categories of hard-sell or soft-sell are inherently rational and emotional appeals respectively, except that further specification (when, for example rational appeals are further differentiated as convenience, benefit, uniqueness, etc.) Assigning them to values might cause confusions and not be justified from practical point of view. On the other hand, these categories also seem to be too broad and

therefore vague, which was proven by the present study. Hard-sell and soft-sell appeared to be the most popular categories for Western and Eastern values respectively. This happened probably because their definition allows various interpretations – it might be regarded as a category bias. In other words, one cannot say for sure what, for example, soft-sell is, except that it is something dealing with feeling and emotions. Thus, the framework of values might need further revision or at least critical analysis in terms of its applicability for each specific case or study.

Meanwhile, identifying new categories and establishing their definitions beyond the existing ones might also be useful for future advertising research on cultural values. In the present study it was found that none of the existing culture value categories seemed to fit some ads. Such finding was in an interesting contrast to the classification of appeals: Pollay's categorization of 42 appeals (1983) is often criticized for its redundancy, and there is still similar criticism toward Hofstede's framework (1980) and the work by Albers-Miller (1996)/Albers-Miller and Stafford (1999) who had attempted to divide the appeals into two lines (i.e., rational vs. emotional).

COO, Appeals and Values Intersection Discussion

RQ6 asked whether there is a correlation between the presence of country of origin, rational or emotional appeals, and Eastern values in airline ads. The present study showed that if we observe COO in advertisements, we are also more likely to face emotional appeals and Eastern values in a particular airline's ad. Such correlation establishes an apparent separation: on one hand, we have country of origin emphasis paired with emotional appeals and Eastern values, while on the other – absence of COO cues is joined with rational appeals and Western values.

We would consider the discovery of these patterns as the most significant finding of the study. Taking into account numerous examples of mixed schemes employed by advertisers to promote airlines (e.g. COO-Rational-Eastern, COO-Emotional-Western, Non-COO-Emotional-Eastern, etc.), we can still statistically prove the dominance of two classical approaches: COO-Emotional-Eastern and Non-COO-Rational-Western. Specifically for aviation industry the first one is observed to be more popular, since the study showed COO presence in 65.7% of ads. The logic behind these patterns is clear: emotional appeals are inherently related to Eastern values as those being more about mental, introverted, and soft, while the focus on physical, assertive, and extrovert features of Western culture is naturally linked to rationality as one of the dominant characteristics of the Western world. COO here is closer to emotional appeals, but it may as well take rational side (Herz & Diamantopoulos, 2013). In that case we are more likely to observe mixed patterns like mentioned above – for example, COO-Rational-Western, COO-Rational-Eastern, or COO-Emotional-Western (the rarest example observed).

This observation positively linking all three categories is especially valuable, since it can be defined as a tendency indicative for a specific industry on a specific market.

Chapter 6

Conclusions

Limitations and Opportunities for Future Research

The present study has some limitations. First, the sampling universe: it is limited to one medium – magazines of specific categories, and sampling area – Taiwan (one market restriction). As it has already been mentioned, Taiwan's location, as well as the status of the country in the world causes certain specificity of the air transportation market and, consequently, influences advertising for this market. Being an Asian country and thus being better linked to the countries in this region, Taiwan's air transportation market is mainly represented by Asian airlines. Besides, the island still remains not quite a developed destination for travelers and does not act as an international hub – it is a final destination point for travelers. Thus, the sample of non-Asian advertisements obtained from Taiwanese media is relatively small, which leads to the lack of generalization power for the research results.

To provide generalization opportunities, research examining a non-Asian market (as well as a hub market like Hong Kong or Singapore) is to be conducted to compare findings and to see if the patterns of COO, appeals and values use observed are universal. Having the template and results of the actual study, it will be easier for future research to explore the subject for different markets, and the outcomes of the joined study might become helpful both for academic and business needs.

Second, the descriptive nature of content analysis does not allow justification conclusions: why airlines select certain COO symbols, appeals and values for advertisement purposes. Industry-specific interviews conducted among airlines' marketing departments and advertising agencies will help provide such information

and explain the motives of advertisers and their perception of the value of country-of-origin issue for aviation, as well as justifying appeals and values preferences.

Third, being industry-specific and performing research based on air transportation services, the actual study may be unsuitable to infer to other types of services. Although it acquires concrete results and allows making conclusions, the sphere of airline performance is still too specific, especially in terms of the COO value – no other service field would probably use it in such a strong manner. As to appeals and values, further research on other service sectors to be done to evaluate possibilities for generalization.

Thus, future studies employing content analysis as the research method can include other countries/regions and services in different industries to compare differences and allocate similarities for comprehensive understanding of COO, appeals and values, as well as observe these variables in other mediums, i.e. studying TV commercials.

The use of COO, appeals and values in service advertisements can be further analyzed with the help of other research methods, i.e. interviews with professionals from different service industries: education, travel, consulting, etc., or experiments – to understand how target audiences perceive such kinds of ads, which appeals tend to be more persuasive, and whether COO use has impact on consumers.

Contributions and Practical Suggestions

The present research observed the phenomenon of advertising for civil aviation, looking specifically at the issues of country of origin, advertising appeals

and cultural values. Employing content analysis as a research method, the study explored these three variables both separately and in terms of their correlations.

The study lets us support the initial presumption that due to their specificity airlines will greatly use country-of-origin issues in their marketing communications. We also found that all three variables in airlines' advertisements are correlated: COO presence in the ad is connected to emotional appeal and Eastern values are used more extensively in such kinds of ads. Thus, the pattern observed could be summarized to the choice between "COO-Emotional-Eastern" and "Non-COO-Rational-Western" sets used by airlines to promote their services. However, the question of whether advertisers make it intentionally and consciously or it happens because these variables are logically better connected due to their nature remains open and creates vast opportunities for further research.

Although being descriptive, this content analysis study of airlines' advertisements makes several important contributions. First, it broadens the scope of scholarly inquiries on the country-of-origin issue, advertising appeals, and cultural values. Most of the preceding studies focused on one or a maximum of two of these variables simultaneously, while the present study is the first to look at three variables at the same time. The second implication is that the analysis was made specifically for the airline industry as a representative of services, whereas existing studies were predominantly more interested in analyzing these three variables in the material goods sphere. No study with such an in-depth analysis of airlines has been found, which is surprising given the dynamic nature of the industry with its potential for eloquent data for research.

Third, clear patterns in using certain appeals within both rational and emotional categories, as well as specific values within Eastern and Western categories were defined. Although their efficiency in terms of stimulation of purchasing intentions is a question for future studies, the findings of the study have implications which still have several implications for both researchers and advertising professionals, allowing them to understand the prevailing tendency. For researchers it is a good basis for further studies of appeals and values use in advertisements for the service sector in general and aviation specifically, while for the practitioner, knowing market preferences might substantially simplify the creative process of ad design.

Based on the results of the present research and overall impression from the sample universe analyzed, we would suggest to airlines the pattern of “COO-Emotional-Eastern” as that subjectively impressing consumers in a more significant way. Modern consumers who make up the target audience of airlines are predominantly well educated in general and do not need a detailed spelling out and explanation of what air traveling is: benefits, functions, merits, and quality expectations from this service is not a terra incognita for them (the only exception is special fares, promotions and new destination launches). For that reason rational appeals aimed at direct influence might not clear the hurdle of consumers’ attention, since nothing new for them is said. Everyone is talking about quality, which in reality does not always lead to the actual quality delivered. Many advertisements claim technological superiority, but variability in facilities employed is essentially not that significant for the same level carriers. In terms of economy those flying anyway know that low-cost airlines are cheaper than classic carriers – they will simply compare prices by themselves when it comes to purchase point.

For this reason indirect influence via appealing to symbolic meanings and psychological needs, where many purchase motives come from (Lin, 2011) seems to be more justified in terms of business goals – as for services in general (as those significantly differing from goods in terms of intangibility and thus being more suitable for advertising via emotional appeals (Swaminathan, Zinkhan & Reddy, 1996), and for airlines particularly. Stimulating emotional country-specific association is especially vital for globalized markets (and specificity of airlines' operations makes this business global by default) with increasingly homogenized products, services and offers, since these associations appeared to affect not only brand origin recognition that also related to purchase intention stimulation and brand ownership (Balabanis & Diamantopoulos, 2011), but also strengthen consumer emotional attachment to the brand.

Emotional involvement matters when people have to select from generally similar offers. For example, focusing on hedonic aspects of life and indirectly touching the issue of cabin coziness instead of straight-forward emphasizing of the comfort of seats specifically would be more efficient in the era of consumers “spoiled” by numerous choices. Good stories sell efficiently, and in most cases a story is a sentiment as well. Being a story-telling, atmospheric and mood-oriented, soft-sell, for example, as an Eastern values-based advertising technique is to be highly appreciated as well within the value category.

In this regard COO can be considered an extension of emotional appeal – symbolic references triggering emotional country-specific associations (Herz & Diamantopoulos, 2013). As Kanso and Kitchen (2004) claim, services might be even more susceptible to the influence of culture. Getting into people's consciousness,

emotional associations, personification, memories, and symbolism related to a country easily becomes a part of the consumer's brand perception. Therefore, the reason why these two variables are often linked is clear and recommended for further employment in advertising for airlines.

It was also found that the COO-Emotional-Eastern ads tended to be better performed technically, more creative and aesthetically pleasant than those operating rationality and literalness. Creativity and high-quality performance appeared to work in harness with emotionality.

At the same time, emphasis on rationality as an advertising approach is not to be completely disregarded as well. Some of the previous studies demonstrated that there is a group of consumers that prefers COO as a rational appeal (Herz & Diamantopoulos, 2013). Thus, missing rational COO appeals (i.e. quality) in brand communication might lead to leaving out this category of customers. The advice here would be to design these ads in a more imaginative, inspiring, or even intriguing way.

Present analysis of airlines' ads unveiled overall lack of creativity. For example, when employing COO, airlines predominantly used their flight attendants as both company and country representatives, with typical national appearance and uniform featuring national costume elements. When most airlines advertise for their business class services, the rational appeal of uniqueness was widely used –in which the message to consumers was not unique at all. This suggests that advertising professionals in the field need to pay attention to the issue of creativity, looking for new symbolic meanings, ideas and images – to improve the quality of ads.

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Appendix 1: Coding Sheet

Technical Data/General Information

1. Ad Number _____
2. Issue Date (given in full)
3. Magazine Type/Category
 - __1. Finance and Business
 - __2. General Interest
 - __3. Travel/Food/Lifestyle
4. Magazine Name

__1. Business Weekly 商業周刊	__2. Common Wealth 天下雜誌
__3. Business Today 今周刊	__4. Next Magazine 壹週刊
__5. China Times Weekly 時報周刊	__6. Soft-d\
__7. TRAVELCOM 行遍天下	__8. az Travel 旅遊生活雜誌
__9. Taipei Walker	
5. Airline Name

__1. Air China	__2. Cathay Pacific	__3. China Airlines
__3. Emirates	__4. EVA Air	__5. Hong Kong Airlines
__6. Other airline		
6. Subject/topic of the ad:

__1. Corporate ad	__2. Offer/promo	
__3. News	__4. CSR	5. Image/Reputation

Country of Origin

7. Airline's country of origin

__1. China	__2. Hong Kong	__3. Japan
__4. Korea	__5. Philippines	__6. Singapore
__7. Taiwan	__8. Other country	
8. Ethnicity of the leading performer

__1. Asian	__2. Hispanic (or Latino)
__3. Black (or African American)	__4. White (Caucasian)
__5. White (Middle East)	

9. Nationality of the leading performer

1. China 2. Japan 3. Hong Kong
 4. Korea 4. Philippines 5. Singapore
 6. Taiwan 6. Other country 7. Undetectable

10. Leading performer represents the airline's country of origin/ bears indicators of national identity

1. Yes 0. No

11. Celebrity representing airline's country of origin:

1. Yes 0. No

Name of celebrity (if app) _____

12. Symbols (non-human) and human subjects embodying national identity:

1. Yes 0. No

1. National Flag 2. National Colors
 3. National Flora/Fauna 4. Landscapes/Sights/Historical Objects
 5. Traditional Handicrafts 6. National Cuisine
 7. Folk Costumes/Traditional Outfit 8. National Heroes
 9. Themed Planes/Airports 10. Other (Specify)

13. COO observed in the ad*

1. Yes 0. No

* Yes, if at least one of the categories numbering from 9 to 12 got "Yes" answer.

Advertising appeals:

14. Advertising Appeal: Rational vs. Emotional*

Rational: 1. Yes 0. No

1. Benefit 2. Cheapness/Economy
 3. Convenience/Comfort 4. Effectiveness/Quality
 5. Modernity/Technology 6. Safety
 7. Uniqueness 8. Labor

Emotional: 1. Yes 0. No

1. Adventure 2. Aesthetic 3. Care/Nurturance/Warmth
 4. Family 5. Hedonism 6. Romance

__7. Sensuousness/Sex __8. Status __9. Tradition
 __10. Youth

** If both rational and emotional appeals are found in the ad, main theme is to be considered as being more valuable*

Cultural Values:

15. Ad's mentality belonging: Eastern vs. Western*

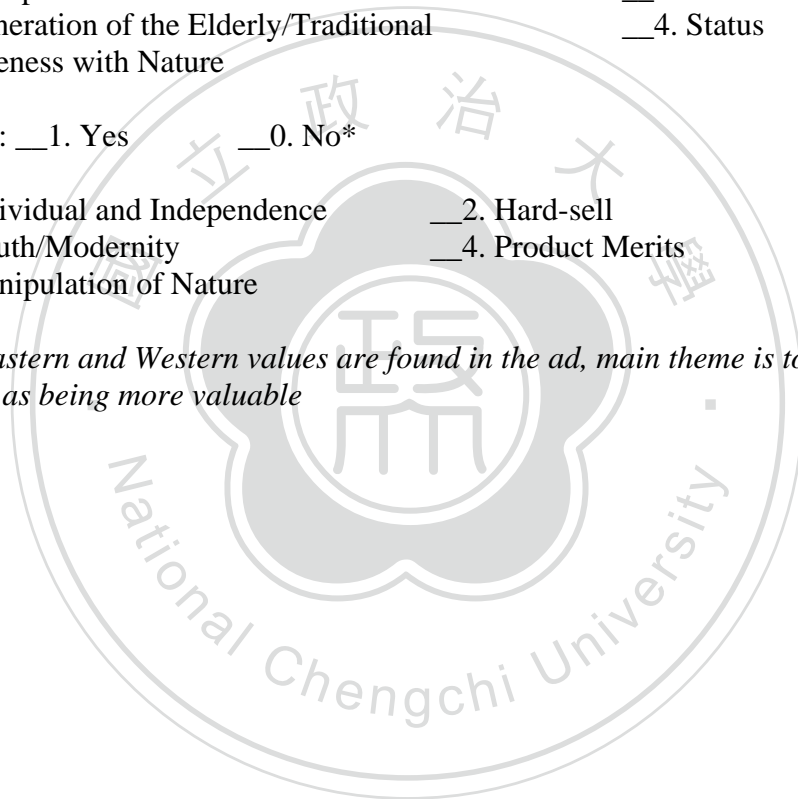
Eastern: __1. Yes __0. No

__1. Group Consensus __2. Soft-sell
 __3. Veneration of the Elderly/Traditional __4. Status
 __5. Oneness with Nature

Western: __1. Yes __0. No*

__1. Individual and Independence __2. Hard-sell
 __3. Youth/Modernity __4. Product Merits
 __5. Manipulation of Nature

** If both Eastern and Western values are found in the ad, main theme is to be considered as being more valuable*



Appendix 2: Codebook

Technical Data/General Information

1. Ad number: number of ad in issue of publications
2. Issue date: day, month and year of publication issue
3. Magazine type/category
4. Magazine name
 - 4.1. Business/Finance magazines: target business people, focuses on business and economic news, financial information, market analytics, trends, corporate profiles, etc.
 - 4.2. General Interest magazines: providing information for an educated, but non-specialist audience. No background knowledge or expertise is assumed. Articles usually provide a broad coverage of topics of current interest.
 - 4.3. Travel/Food magazines: publications featuring destinations, adventures, city guides, travel tools, travel and lifestyle trends, industry news, advices, photos, reviews, national cuisines, food traveling, etc.
5. Airline name: full official name of the carrier written in the form used by the airline (e.g. EVA Air)
6. Subject/topic of the ad: the reason why an airline advertises
 1. Corporate ad: the ad about the company itself: promotion of corporate website and benefits of online booking, routes and destinations, staff, etc.
 2. Offer/promo: hot deals offered by the airline:
 - 2.1. Special tariffs (“Taipei – Bangkok round-trip flight for only NT\$ 6999”)
 - 2.2. Opportunities for class upgrade (“Upgrade your flying class with less miles on all European directions”)
 - 2.3. Sales (“Only during three days 25% off on all East Asia directions”)
 - 2.4. Holiday offers (“Buy two tickets as a gift for Valentine’s day and get 30% off”)
 - 2.5. Loyalty programs specialties (“Earn more miles when purchasing business class tickets”)
 3. News: launch of a new destination; new airliner to join the airline’s fleet; new services (e.g. innovative boarding technique – “Smart Boarding” – by KLM)
 4. Travel encouraging: ads aimed at making people eager to travel (e.g. showing pictures of great holidays, adventure opportunities, conveying travel mood, or promoting the idea of traveling).

Country of Origin

7. Airline’s country of origin: a country where the airline’s fleet is based, home airport and headquarters are located.
8. Ethnicity of the leading performer: whether the main character of the ad belongs to Asian, Hispanic (or Latino), Black (or African American), White (Caucasian), or White (Middle East)
9. Nationality of the leading performer:

In some cases it might be difficult to define the nationality, e.g. for a person with Middle Eastern face in can be hard to say what country he/she belongs to. In this case it can be presumed that the person represents the airline's country of origin if the region is the same (e.g. Middle East looking woman in the ad of the Emirates is to be coded as Emirati)

10. Leading performer represents the airline's country of origin: If not determined precisely, but the appearance of the leading performer represents the typical face of the race, it should be coded as "yes" (e.g. Asian looking men in the ad for Cathay Pacific should be determined as Hong Kong citizen and therefore coded "Yes").
Leading character bears indicators of national identity (airline's country of origin): whether main character of the ad is somehow shown to belong to the airline's country of origin (cabin crew members portrayed in the ad can wear uniform with national colors or folk/ethnic elements as a part of apparel design, etc.)
11. Celebrity representing airline's country of origin: famous person from show business, politics, literature, etc. known also for his/her belonging to a certain country
Name of celebrity (if app)
12. Symbols (non-human) and human subjects embodying national identity:
National identity is retrieved through the elements intended to unite people by creating visual, verbal, or iconic representations of the national people, values, goals, or history. These symbols can be direct/official (national flag, national colors, abstract symbols: national flora/fauna, etc.) and indirect/unofficial (well-known sights/landscapes in a country, traditional handicrafts, national cuisine, folk costumes, national heroes, etc. – e.g. Eifel Tower in the Air France ad)
13. COO observed in the ad: yes, if at least one of the categories numbering from 9 to 12 got "Yes" answer.

Advertising Appeals:

14. Appeal: Rational vs. Emotional: values conveyed in the ad appeal either to rational or to emotional part of the human nature.
- 14.1. *Rational Appeals* (based on attributes and quality of the product or service, this approach deals with appealing to the consumer's logic and persuades the consumer to choose the desired result):
 - 14.1.1. Benefits: Advantages/additional values consumer gets when using a certain airline
 - 14.1.2. Cheapness/Economy: Ad emphasizes value-for money deals, low fares, and affordable tariffs
 - 14.1.3. Convenience/Comfort: Ad focuses on services/personnel care that help passengers feel cozy and relaxed
 - 14.1.4. Effectiveness/Quality: The emphasis on the excellence of facilities/services/performance (award-winning, industry top-ranked, etc.)

- 14.1.5. Modernity/Technology: Ad focuses on advanced and sophisticated equipment, innovative services, up-to-date achievements of the industry used by the airline
 - 14.1.6. Safety: The reliability and security of operations emphasized
 - 14.1.7. Uniqueness: Incomparable and unparalleled features of the airline emphasized, often including phrases "We're the only one that offers you..."
 - 14.1.8. Labor: Respect and dedication for people's labor and skills, e.g. emphasis on cabin crew stories in the ad
- 14.2. Emotional Appeal* (advertising technique aimed to stimulate people's emotions rather than sense of the practical or impractical; it appeals to consumer's psychological, social, or emotional needs)
- 14.2.1 Adventure: Offering unusual experiences, representing flight as a journey; motion/activity that conveys excitement
 - 14.1.2. Aesthetic: Visuals of high artistic value used to advertise the airline (e.g. Air France 2011 ad campaign portraying the French art of travel with passion and emotion: it delivers a poetic metaphor of flight and embodies the Air France brand promise: "Making the sky the best place on Earth" via a couple dancing on the mirror reflecting only the sky and dancers)
 - 14.1.3. Care/Nurturance/Warmth: Taking care of passengers (e.g. attention of flight attendants)
 - 14.1.4. Family: Emphasis on family life and family members: family scenes, kids, happy moments – family gatherings, meeting parents, etc.)
 - 14.1.5. Hedonism: Pleasure orientation, sensual gratification of sensory experiences: how the products can appeal to the sensory aspects of consumer experience with or without the functional/benefits proposition
 - 14.1.6. Romance: The idea of love and attraction between sexes, characters are pictures with partner with obvious romantic theme (embrace, kiss, intense gaze, etc. E.g. couple sleeping in the aircraft with their heads pillowed on the other's shoulder)
 - 14.1.7. Sensuousness/Sex: Erotic/glamorous models, references to sensual emotions
 - 14.1.8. Status: indicators of status, prestige; feelings of trendsetting and pride; luxurious settings, elegant atmosphere; membership in exclusive groups; suggestion that being a client of the airline can elevate the position or the rank of the consumer in the eyes of others
 - 14.1.9. Tradition: Long renowned history of the airline, historical references, or traditions related to the country-of-origin (traditional outfit, gestures, customs, etc.)
 - 14.1.10. Youth: The value of younger generation is emphasized (kids, teenagers, continuity of generations)
 - 14.1.11. Enjoyment/Fun: Promises wild with joy. Using the product/service will make you happy

Cultural Values:

- 15. Ad's mentality belonging: Whether the ad displays traditional Eastern or Western appeals/values.
- 15.1. *Eastern values*: dominantly shared in societies of so-called Eastern world (mainly Asian countries, plus the island countries in Indian Ocean). Asian mentality is more about being group oriented (collectivism), passive, mental,

- and introverted.
- 15.1.2. Group Consensus: Individual portrayed as an integral part of the whole, conformity and group belonging is emphasized
 - 15.1.3. Soft-sell: Emotional story, mood, atmosphere and sentiments play an important role
 - 15.1.4. Veneration of the Elderly/Traditional: Respect to the elderly, value of traditions, focus on conveying wisdom from older to younger generations
 - 15.1.5. Status: Membership in exclusive groups and feeling of prestige are emphasized; advertised product as a way to enhance one's position in the society/in the eyes of others; atmosphere of luxury and high-life
 - 15.1.6. Oneness with Nature: Human being – nature relationships emphasized; beauty of the nature and back-to-nature themes
- 15.2. *Western Values*: not those geographically delineated – in the contemporary cultural meaning, the phrase "Western world" includes Europe, as well as many countries of European colonial origin with substantial European ancestral populations in the Americas and Oceania. Western mentality is characterized by individualism; it is more physical, assertive, and extrovert.
- 15.2.2. Individual and Independence: standing out of the crowd as a key feature of the ad – each person's uniqueness and individuality is focused on.
 - 15.2.3. Hard-sell: induces rational thinking, emphasizes sales orientation by specifying airline's name and specific services/values provided.
 - 15.2.4. Youth and Modernity: emphasis put on the next generation, modernity, and contemporariness
 - 15.2.5. Product Merits: characteristics of the product/product itself emphasized. Some benefits can be described in details
 - 15.2.6. Manipulation of Nature: man conquering nature as a main idea, emphasis on technological achievements

Appendix 3: Advertisements Examples (COO, Appeals and Values codes)

- Airline: Singapore Airlines
- Country of Origin: Singapore
- COO symbols: Singapore Girl (flight attendant representing Singapore nationality and wearing a uniform with the design based on traditional Malay outfits)
- Advertising Appeal: Emotional
- Emotional Appeals: Adventure, Care/Nurturance/Warmth, Youth, Tradition
- Cultural Values: Eastern
- Eastern Values: Soft-sell
COO-Emotional-Eastern



- Airline: Delta
- Country of Origin: USA
- COO symbols: Landscapes/Sights/Historical Objects
- Advertising Appeal: Emotional
- Emotional Appeals: Adventure
- Cultural Values: Eastern
- Eastern Values: Soft-sell, Oneness with Nature
COO-Emotional-Eastern



- Airline: EVA Air
 - Country of Origin: Taiwan
 - COO symbols: Not observed
 - Advertising Appeal: Rational
 - Rational Appeals: Convenience/Comfort, Modernity/Technology
 - Cultural Values: Western
 - Western Values: Hard-sell, Product Merits
- Non-COO-Rational-Western**



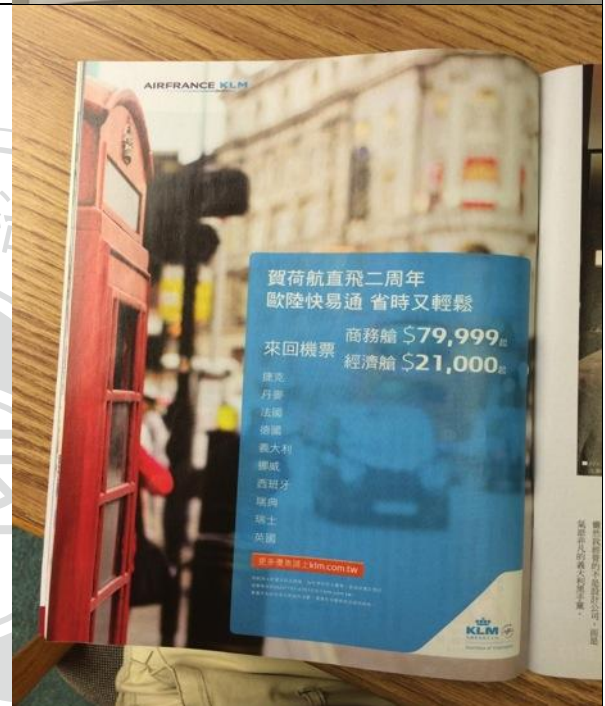
- Airline: Korean Air
 - Country of Origin: Korea
 - COO symbols: Not Observed
 - Advertising Appeal: Emotional
 - Emotional Appeals: Adventure, Aesthetic, Hedonism, Romance
 - Cultural Values: Eastern
 - Eastern Values: Soft-sell
- Non-COO-Emotional-Eastern**



- Airline: TransAsia
 - Country of Origin: Taiwan
 - COO symbols: Not observed
 - Advertising Appeal: Rational
 - Rational Appeals: Effectiveness/Quality, Uniqueness
 - Cultural Values: Western
 - Western Values: Hard-sell, Product Merits
- Non-COO-Rational-Western**



- Airline: KLM
 - Country of Origin: The Netherlands
 - COO symbols: Landscapes/Sights/Historical Objects
 - Advertising Appeal: Emotional
 - Emotional Appeals: Adventure, Aesthetic
 - Cultural Values: Western
 - Western Values: Hard-sell
- Non-COO-Rational-Western**



- Airline: China Eastern
 - Country of Origin: China
 - COO symbols: Landscapes/Sights/Historical Objects
 - Advertising Appeal: Rational
 - Rational Appeals: Benefit, Cheapness/Economy
 - Cultural Values: Western
 - Western Values: Hard-sell, Product Merits
- COO-Rational-Western**



- Airline: Air France
 - Country of Origin: France
 - COO symbols: Not Observed
 - Advertising Appeal: Emotional
 - Emotional Appeals: Aesthetic, Hedonism
 - Cultural Values: Western
 - Western Values: Individual and Independence, Modernity
- Non-COO-Emotional-Western**



- Airline: Emirates
 - Country of Origin: United Arab Emirates (UAE)
 - COO symbols: Landscapes/Sights/Historical Objects
 - Advertising Appeal: Emotional
 - Emotional Appeals: Adventure
 - Cultural Values: Western
 - Western Values: Modernity, Manipulation of Nature
- COO-Emotional-Western**



- Airline: Cathay Pacific Airlines
 - Country of Origin: Hong Kong
 - COO symbols: Cathay employees predominantly of Hong Kong origin wearing uniform based on traditional Chinese costume and colors
 - Advertising Appeal: Rational
 - Rational Appeals: Labor
 - Cultural Values: Eastern
 - Eastern Values: Group Consensus, Soft-sell
- COO-Rational-Eastern**

