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# A Case Study on McDonald's Advertisements from the Perspective of Intercultural Communication

**Xiao Yuxin**
Guangdong University of Foreign Studies, China

**Wang Weichao** (Corresponding Author)
Guangdong University of Foreign Studies, China
Email: jasonwangw@gdufs.edu.cn

## Abstract

It is accepted that domestic advertisements cannot be simply translated and then put in other countries and regions directly since cultural differences and misunderstandings are common in intercultural communication. Under the guidance of Hofstede's Cultural Dimension Theory, this paper, taking McDonald's advertisements as examples, aims at analyzing why does McDonald's put different media advertisements in different countries and regions and how Hofstede's Cultural Dimension assists the design of advertisements? With qualitative content analysis, we find that McDonald's usually employs elements related to "we" such as family or friendship to design advertisements for cultures characterized by collectivism. Secondly, different dimensions would be elaborated in one advertisement at the same time. Besides, subcultural factors such as homosexuality or street dance are common in advertisements launched in feminine societies. Lastly, leisure time or entertainment is usually taken to design advertisements by McDonald's for short-term orientated countries and regions.
**Keywords:** Advertisement; Cultural dimension; McDonald; Advertisement design.

## 1. Introduction

In this section, research background, purpose and significance of this study, research methodology and data collection, outline of the paper are introduced respectively to draw an overall picture of the study.

### 1.1. Research Background

As recent decades have witnessed a spurt of development in globalization, the interaction and communication between different cultures are gaining steam. More and more companies begin to expand to overseas market. Advertisement, as a method to disseminate information about products or services and attract the attention of audiences, is usually employed by companies as a way of marketing. However, it is not wise for multinational companies to simply translate the domestic advertisement and then put it in another countries or regions directly. Because differences, problems and misunderstandings are common in intercultural communication, and every culture or society has its own unique cultural characteristics. In order to achieve maximum exposure, the targeted design of advertisement according to different cultures is indispensable. Therefore, the assistance of Hofstede's Cultural Dimension in advertisement design becomes crucial.

### 1.2. Purpose and Significance of the Study

Taking McDonald's advertisements as cases, this paper aims at analyzing how Hofstede's Cultural Dimension promotes the design of advertisement. Why does McDonald's put different media advertisement into different countries and regions?

### 1.3. Research Methodology and Sample Collection
### 1.3.1. Sample Collection

Advertisements analyzed in this paper are chosen from MacDonald's, a global large multinational chain restaurant. McDonald's Corporation has grown to more than 34,000 restaurants in over 118 countries. Its successful expansion to overseas market cannot be realized without targeted advertisement design for different countries and regions. The way McDonald's utilize Hofstede's Cultural Dimension may provide some references to other multinational corporations.

Three advertisements with relatively high video views at Bilibili, one of the largest video websites in China, are chosen as samples.

### 1.3.2. Research Methodology

In general, qualitative research method is adopted in this paper. Specifically, the general plot of advertisements is demonstrated with screenshots and word explanation at first. Then elements related with Cultural Dimension are listed explicitly. Lastly, Hofstede's Cultural Dimension theory helps explain the design of advertisements.

## 1.4. Structure of the Paper

This paper consists of five sections.

Section one gives a brief introduction to the present study, involving research background, purpose and significance of this study, research methodology and sample collection, and outline of the study.

Section two briefly reviews the influential studies on intercultural communication and advertisement. In the first part, definitions of culture and intercultural communication, origin and development of Hofstede's Cultural Dimension theory, and previous studies on Hofstede's Cultural Dimension Theory are reviewed respectively. In the second part, definition of advertisement, and studies on intercultural advertisement are presented.

Section three lays out theoretical framework. Since Hofstede's Cultural Dimension is taken as the major theoretical framework of the paper, the five dimensions, power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, long-term versus short-term orientation, are illustrated in detail.

Section four demonstrates analysis and results of the case study. Three MacDonald's advertisements are chosen to analyze from the dimension of collectivism, femininity, and short-term orientation.

Section five is the concluding part of the paper. This chapter summarizes major findings, discusses limitations of this study, and makes suggestions for future studies.

# 2. Literature Review

In this section, previous studies are reviewed to provide a panorama for the present study. At first, a brief introduction to intercultural communication is given, including the definition of culture and intercultural communication, origin and development of Hofstede's Cultural Dimension, and studies on Hofstede's Cultural Dimension. Then, definitions of advertisement and studies on intercultural advertisement are discussed respectively.

## 2.1. Intercultural Communication
## 2.1.1. Definitions of Culture and Intercultural Communication

The definition of culture is various. Kroeber and Kluckholhn (1952) conducted a historical review of the meaning of culture, and more than 160 definitions were given. The anthropologist Burnett (1871) defined culture as a complex whole which includes knowledge, belief, art, morals, law, tradition, other capabilities and habits acquired by man as a member of the community. Kluckhohn and Strodtbeck (1961) provided a widely accepted definition of this term: culture consists of patterned ways of thinking, feeling and reaching, acquired and transmitted mainly by symbols, constituting the distinctive achievement of human groups, including their embodiment in artifacts; the essential core of culture consists of traditional ideas and especially their attached values. In addition, Geert Hofstede defined culture as "the collective programming of the mind that distinguishes the members of one group or category of people from others" (Hofstede, 2011).

*The Silent Language*, written by Edward Hall in 1959, is regarded as the foundation of intercultural communication research. Hall claimed that communication consists of three facts: comprehensive construction, elements and meaning. The verbal and nonverbal interaction or communication between persons from different cultural backgrounds is considered as intercultural communication.

## 2.1.2. Origin and Development of Hofstede's Cultural Dimension Theory

The concept of Cultural Dimension is proposed by Geert Hofstede, the director of Netherlands Culture Institute. As the HR manager of IBM, Hofstede made a large-scale cultural difference research in the end of 1960s. Values, behaviors and cooperation ways of employees were the research focus, and employees form 70 global subsidiaries of IBM joint this questionnaire project. A database about intercultural research was established based on the data collected. Later, Hofstede wrote *Culture's Consequences* and put forward the concept "Cultural Dimension". According to Hofstede, culture is the common psychological procedure of those people in one environment, instead of a kind of personal feature. The procedure of different groups, areas or countries will differ from each other (Ning, 2014). These cultural differences fall into four dimensions: power distance, masculinity and femininity, individualism and collectivism, and uncertainty avoidance.

However, this research result aroused a lot discussions and controversies. Therefore, in order to validate the Cultural Dimension, Hofstede conducted similar research 10 years later, and more regions and countries were involved. The later research proved the rationality of Cultural Dimension, and a new dimension, long-term orientation and short-term orientation, was put forward in *Culture and Organizations*, written by Hofstede. Long-term orientation and short-term orientation are enlighten by "the influence of the Chinese Confucian cultural values".

## 2.1.3. Previous Studies on Hofstede's Cultural Dimension Theory

The application of Hofstede's Cultural Dimension theory mainly focuses on 1) cross-cultural management; 2) cross-cultural communication; 3) media culture; 4) and cross culture in daily life, according to Ma and Wang (2018).

Due to the fact that Hofstede's Cultural Dimension theory was formed under the background of IBM's corporate management, the practice of Cultural Dimension theory in cross-cultural management occupies the largest proportion.

Specifically, in the field of cross-cultural management, Cultural Dimension is mainly used to analyze cultural differences, conflicts and strategies in cross-cultural management; corporate culture comparison; management and cultural conflicts in multinational companies and joint ventures; human resource management, etc. For instance, based on the theory of Cultural Dimension proposed by Hofstede and national geographic distribution, Chen and Ma (2015) analyzed the cultural differences between China and countries along the Belt and Road. Management strategies, such as exploiting cross-cultural advantages, employing Cultural Dimension theory to differentiate management, launching cross-cultural training, were proposed for Chinese enterprises going out.

Uncertainty and challenges exist in the communication and interaction between interlocutors from different culture backgrounds. Consequently, Hofstede's Cultural Dimension is usually employed to analyze cultural differences and cultural shock between different countries; communication and negotiation skills in cross-cultural business activities, etc.

In media culture, Hofstede's Cultural Dimension theory is taken to interpretate film and television works, analyze the influence of cultural differences on advertising. Intercultural advertisement is one of the hot topics researched in media culture. Zhao (2015), compared the differences between Chinese and American advertisements from the perspective Hofstede's Cultural Dimension theory.

In daily communication, Hofstede's Cultural Dimension theory is not only used to study the constituent of some cultural phenomena, but also used to explain their processes of formation. In particular, this theory is taken to explain the difference in cultural behavior, sports culture, educational concept, regional culture and marriage, etc.

## 2.2. Advertisement
### 2.2.1. Definitions of Advertisement

Advertisement is ubiquitous in our daily life, which has a great impact on our purchasing decision. The word "advertise" originates from the Latin word " adverere", which means a method used to call the attention of the public to a certain thing and induce their actions. The definition of advertisement is various. *Cambridge Dictionary* defines Advertisement as: a picture, short film, song, etc. that tries to persuade people to buy a product or service, or a piece of text that tells people about a job, etc.

The American Marketing Association (AMA) defines Advertisement as: the non-personal interaction of messages usually paid for and usually persuasive in nature about products, service or ideas by related sponsors through the varied media (Wang, 2004).

Advertisements, a means of communication with the users of a product or service, are messages paid for by those who send them and are intended to inform or influence people who receive them, as defined by the Advertising Association of the UK.

To sum up, the main purpose of advertisement is to caught the attention of audiences so as to persuade them buying products or services. Language plays an important role in this process. Therefore, in order to maximize the effect of advertisements, advertisers make every effort in advertisements creation by employing strategies such as puns, metaphors or hedges.

## 2.2.2. Previous Studies on Intercultural Advertisement

As recent decades have witnessed the development of globalization, the interaction between cultures and nations is more frequent than before. To better exploit the effect of advertisement and eliminate misunderstandings, intercultural differences have to be taken into consideration in the design of advertisements. A successful advertiser should have the professional competence to comprehend the pattern of culture of the target nation which he endeavors to understand, because contenting the diverse desires from the purchasers in line with the cultural element lay a foundation for business (Hong, 2012)

Consequently, many researches about intercultural advertisement are conducted at home and abroad. At home, the translation of advertisement is the hottest research object in intercultural advertisement. Zheng (2016), analyzed the translation of tourism advertisements form cross-cultural dimension. It is found that the cultural differences between target language and source language should be made fully aware during the translation. In addition, intercultural knowledge is also employed in advertisement marketing. Li (2013), explored audiences' psychology under intercultural communication, which can better exploit the effect of advertisement marketing. Moreover, localization is another research focus in intercultural advertisement. Fan (2012), investigated the localization of Coca-Cola in China, and further provided some valuable advice to Chinese companies going abroad.

At abroad, Miguel and García-Yeste1 (2011) investigated the influence of cultural values on the design and communicative style of British graphic advertisements for food and beverages, particularly in relation to Hall's context dependence and Hofstede's individualism index. María and García (2017), explored the notion of coherence in translated television commercials in Spain. The different media norms in the source and target culture, the adequacy of the translated text to the audiovisual translation mode in the target culture, and the degree of cultural acceptability of the translated commercial were discussed respectively. Theocharous (2015), identified the cultural preferences in advertising style in the UK and Greece through the comparison of advertisements for food products of local brands.

On the whole, theories about intercultural communication help to identify differences between cultures. Researches at home and abroad in advertisement from the perspective of intercultural communication are mainly conducted to discuss translation strategies, marketing strategies, etc.

# 3. Theoretical Framework

Hofstede's Cultural Dimension, the theory adopted in this paper, is elucidated in this chapter, including five dimensions: power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, long-term versus short-term orientation.

## 3.1. Hofstede's Cultural Dimension

The concept of Cultural Dimension was first proposed by Hofstede in *Culture's Consequences.* Based on the results and analysis of the questionnaire about employees in International Business Machines (IBM), the world's largest information technology and business solutions company, from the perspective of cultural differences, Hofstede defined culture as "the collective programming of the mind that distinguishes the members of one group or category of people from others" (Hofstede, 2011). And a framework describing cultural values from five dimensions: a) power distance; b) individualism versus collectivism; c) masculinity versus femininity; d) uncertainty avoidance; e) long-term versus short-term orientation, were put forward accordingly.

### 3.1.1. Power Distance

Power distance measures the acceptance degree of inequal power distribution in a society or an organization. According to the results of the questionnaire, hierarchy is common in countries with large power distance. In other words, the organization structure of a large power distance organization is similar to pyramid, and hierarchy reflects the inequality. Information usually flows from the top to the bottom. The less powerful are dependent on the powerful, and they just execute the instructions given by superiors. In contrast, countries with small power distance tend to have flat management structure, and hierarchies are only convenient ways of organizing activities. Everyone is expected to initiate, and people at all levels can make decisions. Generally speaking, power distance index in Asian countries is bigger than western countries. For instance, power distance index of the United States is 40, while China is double that of the United States.

### 3.1.2. Individualism Versus Collectivism

In an individualistic society the ties between individuals are loose and everyone is expected to look after themselves and their immediate family. According to Gorodnichenko and Roland (2012), in individualistic societies the self is understood to be independent. People from individualistic cultures are more likely to act on principles that apply to everyone, and these rules help them to assure that impersonal or universal standards are used in making decisions. Personal relationships which used to seek an advantage for one person over another is seen unfair or even corrupt in individualistic society. Such individuals foster, encourage and express their own emotions, preferences, ideas, and abilities. Furthermore, they value variety in life and their own individual uniqueness. By contrast, people in collectivistic societies are interdependent, embedded in a web of social networks and obligations. People are born into tightly knit in-groups that protect them in exchange for unquestioning loyalty, which implies greater respect for authority and higher levels of within-group cohesion. Collectivists are not unprincipled, but they tend to give a higher priority to relationships than individualists when making decisions. They value social relationships, working toward shared goals, and partaking in shared ways of life. Western countries are more individualistic, emphasizing individual heroics. Countries and regions in Asian, however, are more collectivistic.

### 3.1.3. Masculinity Versus Femininity

The dimension of Masculinity and Femininity is based on the division of emotion and social roles between sexes (Hofstede, 1998). According to Hofstede (2001), Masculinity stands for a society in which social gender roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success; women are supposed to be more modest, tender, and concerned with the quality of life. And Femininity stands for a society in which social gender roles overlap: both men and women are supposed to be modest, tender, and concerned with the quality of life. High masculine society has different expectation for men and women. Man should be tough, while women should not be ambitious. Conflicts solved in this society usually by showing strength. Moreover, the strong has always been rewarded. In a feminine society, both men and women are expected to be tender, and few difference or discrimination exists between men and women. The solutions to conflicts are usually negotiation or compromise. And the society is more sympathetic to the weak.

On the basis of Hofstede's research results, China and America are both high masculine society since individual's achievements in careers are emphasized in society.

### 3.1.4. Uncertainty Avoidance

The dimension of Uncertainty Avoidance focuses on how cultures adapt to changes and cope with uncertainty. Emphasis is on an extent to which a culture feels threatened or is anxious about ambiguity. It is not about risk avoidance but rather how one deals with ambiguity. It is a measure of tolerance for unknown matters and ambiguity. If a society scores high on uncertainty avoidance, it indicates that for most citizens the unknown is assumed to be undesirable. However, people from low uncertainty countries do not have a strong need to control things, people,

and events by early defining and categorizing them. In general, variety is regarded as a danger in countries with strong uncertainty avoidance, and new or unusual ideas are resisted. And countries with weak uncertainty avoidance is on the contrary. Differences are acceptable and new or unusual ideas are tolerated. Moreover, there is less anxiety and pressure in these countries. Greece and Japan are representatives among countries with strong uncertainty avoidance. Acceptance of uncertainty or ambiguity is the highest in Sweden and Singapore. In addition, uncertainty avoidance score in China is relatively low.

### 3.1.5. Long-Term Orientation Versus Short-Term Orientation

According to Hofstede (2001), Long Term Orientation stands for the fostering of virtues oriented towards future rewards, in particular perseverance and thrift. And its opposite pole, Short Term Orientation, stands for the fostering of virtues related to the past and present, in particular, respect for tradition, preservation of "face" and fulfilling social obligations. Persistence and personal adaptability are emphasized in long-term oriented society. Short-term oriented society, by contrast, underlines quick results and personal steadfastness and stability. Society of short-term orientation values more on leisure time than long-term orientation cultures. China and Japan are characterized by long term orientation, encouraging stable development. The First Five-Year Plan is a good illustration. However, America, short-term orientated country, is more concerned with short term achievements, and specific quarterly and yearly goals would be clearly demonstrated. Since present is more essential than the future, the fulfillment of social responsibility has been attached more attention in countries orientated by short-term goals.

## 4. Analysis and Results

This section demonstrates analysis and results of this paper. Three advertisements are chosen from the perspective of collectivism and individualism, femininity and masculinity, long-term orientation and short-term orientation to demonstrate how Cultural Dimension influences McDonald's advertisements design in different cultures.

### 4.1. Collectivism and Individualism

Picture-4.1.



This is a French fries advertisement launched by McDonald's in Taiwan. The short video is cut into six pictures. At the beginning, the two brothers are quarreling on the TV remote. In the second picture, they are scrambling for

the first person to get on the car. Later, the iPad becomes the target to scramble. In the park, the two brothers both want to play on the rest swing firstly, so they are scrambling for the occupation of the swing. When the family go to McDonald's to have a meal, the two brothers scramble again for the French fries, but unfortunately, one bag of chips falls on the ground because of the scuffle. Then the elder one reflects for a moment and shares his chips with his younger brother. Slogans of this advertising "getting together is not about yours or mine, but ours" appear in the end.

The element of "family" has been emphasized for many times in this advertisement, such as the family occasion, family meal at McDonald's or the relationship between the two brothers. Moreover, the concept of "we" is highlighted in the slogan at the end of the advertisement. In addition, the elder is willing to share his chips with his younger brother, even though they usually scuffle with each other. To some extent, the scramble is an indication of intimate. "Harmony" is maintained between them.

Table-4.1. Individualism Index of Some Countries and Regions

| Countries or Regions | China | Taiwan | United States | United Kingdom |
|---|---|---|---|---|
| Individualism Index | 20 | 17 | 89 | 91 |

According to the intercultural difference research results of Hofstede, Taiwan is featuring with collectivism since its individualistic index is 17, which is lower than most western countries, such as the United States and the United Kingdom. In a collectivistic society, each person is part of a group, and children learn to think in terms of "we". Consequently, the slogans of "getting together is not about yours or mine, but ours" and "love is getting together" are deliberately designed. Besides, collectivism emphasizes harmony and confrontation avoidance. Accordingly, in the advertisement, the elder boy is designed to share his chips with his younger brother in the end, which corresponds to the values of Taiwan. Furthermore, relationship is important in collectivistic culture. Thus, the big family dinner and family meal in McDonald's constitute as a part of the advertisement.

Picture-4.2.
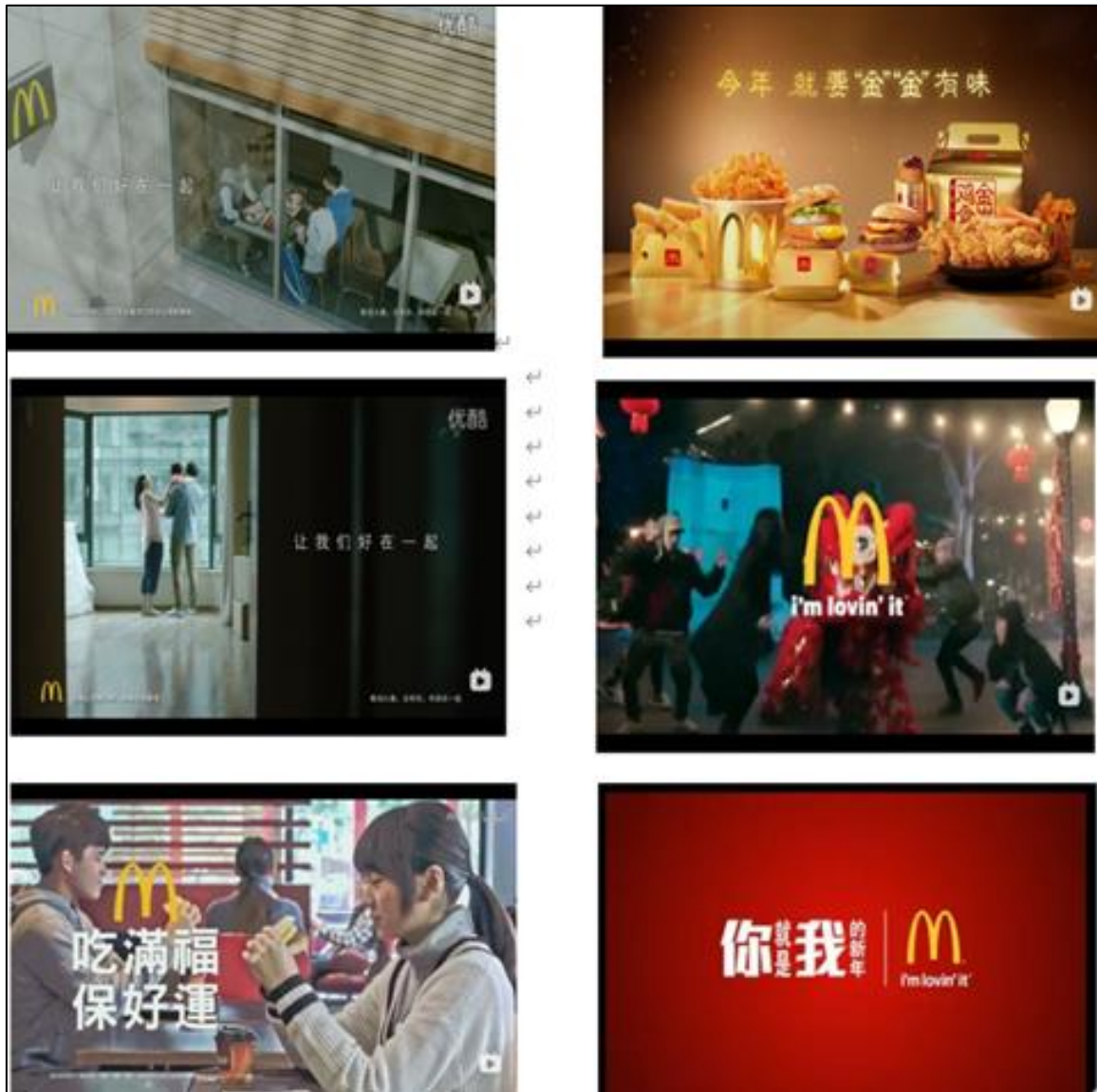
Elements of collectivism are apparent in McDonald's advertisements placed in China. McDonald's is fully aware of the collectivism of Chinese society or culture, and therefore, family, friendship, Koi fish or spring festival are usually taken as the inspiration of advertisements design.

## 4.2. Femininity and Masculinity

Picture-4.3.



This a McCafe advertisement launched by McDonald's in Taiwan. The short video is divided into eight screenshots. In the first act, a father and a son sit in a restaurant, and the atmosphere between these two persons is serious. In the second picture, a coffee cup with words "I think I'm oriented more towards men" appears. It can be inferred that the father and son are in McDonald's from the slogan of the coffee cup. The atmosphere seems to be more serious after the father reading words written on the cup. The father then leaves his seat, left the son sitting alone. Maybe the father cannot accept the fact that his son is homosexual in a short period of time. After a few minutes, the father comes back with a cup of McCafe. He then writes on the written cup that "I accept that you are oriented towards men" and smiles to his son. At the end of the advertisement, the slogan "make the conversation become warmer" appears beside the written coffee cup.

This advertisement is about homosexuality, and the communication between the father and son is conveyed through a coffee cup rather than oral dialogue. Besides, the son is depressed when the father leaves him alone. Despite the fact that homosexuality is aberrant in Chinese traditional culture, the son still hopes that his choice can be recognized by his father. In addition, the steaming McCafe echoes the slogan "warm conversation".

**Table-4.2.** Masculinity Index of Some Countries and Regions

| Countries and Regions | China | Taiwan | United States |
|---|---|---|---|
| Masculinity Index | 66 | 45 | 62 |
| Power Distance | 80 | 58 | 40 |

According to the research results of Hofstede, China is featuring with masculinity. Although the culture of Taiwan is a part of Chinese culture, the masculinity index in Taiwan is lower than that of China. In a feminine society, there are few differences in expectations for men and women. Both girls and boys are allowed to cry but neither should fight. Therefore, homosexuality in Taiwan is more acceptable than Chinese mainland, and Taiwan is the first Asian region to legalize gay marriage. In addition, the slogan "make the conversation become warmer" also echoes the characteristic of caring for people in feminine society. However, the power distance in Taiwan is relatively high, and the obedience to superior is common. Therefore, the son's expectation for his father's recognition is depicted in the advertisement. Besides, the advertisement also demonstrates the characteristic of Chinese people that they prefer to express emotions through an indirect way. The communication between the father and son is realized through a coffee cup instead of direct conversation.

In addition, due to the fact that feminine society has a higher tolerance for subculture compared to masculine culture, the employment of some subcultural elements such as street dance or rap is also the inspiration to design advertisements. For example, McDonald's cooperated with Kinjaz, an LA based American Dance crew, to launch an advertisement targeted at Taiwan Immigrants in LA. The above discussed advertisement related to homosexuality is another exemplification.

## 4.3. Long-term Orientation and Short-term Orientation

**Picture-4.4.**

This an emoji advertisement launched by McDonald's in the United States. This short video falls into eight screenshots, and the first scene presented in the advertisement is McDonald's slogan "come as you are". The second picture is a sports car carrying four people, followed by the scene in a barber shop. Then the sports car appears again, and at the same time people in that car take out a selfie stick to take photos. Next, there is a cutaway to a person who lays sunning himself on the chair. Under the balcony, some people are holding a party. In the end, a climbing balloon printed with the logo of McDonald's ascends high above the field. People on the ground are having fun together.

This advertisement employs emoji, symbols of expressing feelings, to replace the face of human beings. Besides, the overall tone in the advertisement is relaxing and entertaining. Elements such as sports cars, parties, sunbathing are taken to create an atmosphere of happiness and relaxation. In addition, one side of the balloon is printed with the logo of McDonald's—M, and the other side is a happy face. It can be implied that McDonald's is tantamount to happiness.

**Table-4.3.** Long -term Orientation Index of Some Countries and Regions

| Countries and Regions | China | Taiwan | United States |
|---|---|---|---|
| Long-term Orientation Index | 87 | 93 | 26 |

According to Hofstede, the United States is a short-term orientated country and its long-term orientation index is 27. A short-term orientated society pays more attention to past and present than future, and the stress of leisure time and entertainment is more obvious in such cultures. McDonald's correspondingly utilize such characteristic in the design of this advertisement. The enjoyment of present and leisure time can be obviously perceived by the audience. Moreover, the slogan "come as you are" is also an emphasis on the present—be true to yourself in every situation. The guise or subservience to others is unnecessary. Furthermore, the trial of emoji is innovative, since emoji is something new but popular among young people. This, to some extent, indicates that the United States is acceptable to new things and such innovation may be easier to attract the attention of the public. Joyful matters are common in McDonald's advertisements launched in short-term oriented cultures.

# 5. Conclusion

In this section, major findings, limitations and suggestions for further studies are presented as conclusion of this paper.

## 5.1. Major Findings of the Paper

In this paper, qualitative research method is employed to study how Hofstede's Cultural Dimension assists the design of advertisement in different cultures. Three advertisements, launched in Taiwan and United States, are chosen from the dimension of Individualism and Collectivism, Masculinity and Femininity, Long-term Orientation and Short-term Orientation to illustrate how McDonald's maximizes the effects of advertisements put in different countries and regions through the utilization of Hofstede's Cultural Dimension.

Firstly, for societies characterized by collectivism, elements related to "we" such as family and friendship are deliberately taken to design advertisements or slogans by McDonald's. And the harmonious atmosphere is emphasized in various advertisements launched in collectivistic societies. Since values presented in advertisements are in line with the tradition of such cultures, these advertisements can cause resonate so as to facilitate the promotion of products and services.

Secondly, multiple dimensions would be taken to design advertisements at the same time. For example, high power distance and femininity can be elaborated at the same time. Besides, subcultural factors, such as street dance or homosexuality, are taken by McDonald's to design advertisements launched in feminine societies.

Finally, joyful matters, such as leisure time or entertainment, are obvious in a short-term orientated society due to the fact that present is the priority in such cultures. Innovations like emoji are employed in advertisements to attract the attention of the young generation.

## 5.2. Limitations of this Paper and Suggestions for Future Studies

Although great efforts have been made for this paper, there are still some limitations as follows. Firstly, only three McDonald's advertisements are selected to analyze in detail. Two dimensions, power distance and uncertainty avoidance, of Hofstede's Cultural Dimension are not involved. Moreover, qualitative analysis of these advertisements is to some extent subjective.

Therefore, in future studies, more advertisements can be collected and analyzed comprehensively from the five dimensions proposed by Hofstede. Secondly, the comparison and contrast of advertisements launched in two opposite cultures may help to strengthen the differences in advertisement design.

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