

## How American Companies Are Working to Change Anti-Americanism Inspiring Business Stories from the Pro-America Frontline

- **Sink roots, don't just spread branches.** To succeed in any foreign country, an American-born business must understand and respect local culture, history, customs, habits and diet, as well as grasp the nuances of local language. Hiring local managers can pay off tremendously. Through making a personal investment in Chinese talent, P&G has become the most successful foreign marketer in China. In addition to hiring and developing local managers, P&G dispatches hundreds of researchers to live with Chinese families and observe how they approach everyday tasks, from changing the baby to brushing their teeth. The resulting knowledge plays into product names, positioning, and advertising. And wherever possible, P&G formulates products using local flavors, colors, and textures. Jasmine-flavored Crest toothpaste, for example, capitalizes on the Chinese belief that tea is good for controlling bad breath.
- **Go Glocal.** One of the highest priorities for successful global companies is to adopt a local face. When McDonald's restaurants in France came under attack as a symbol of American culinary and cultural imperialism, the chain's local managers began making fun of Americans and their food choices in a series of ads. One depicted a beefy American cowboy and said that, although McDonald's was born in the United States, its food was made in France using French products. The president of McDonald's in Europe, a Frenchman who started behind the counter in a restaurant outside Paris, understood the issue being addressed and had no qualms about approving the ads. "We don't *act* local; we *are* local," stressed McDonald's spokesman Walt Riker.
- **Share your customers' cares.** To a greater degree than in the United States, global consumers accurately see multinational companies as the most powerful institutions on the planet, and capable of doing more than "charity." U.S.-based companies that win foreign customers' respect and loyalty practice social responsibility and social activism. Pfizer's Global Health Fellows program, for instance, matches its employees with nongovernmental organizations in developing countries to help fight HIV/AIDS, tuberculosis, and malaria. The NGOs receive skills in analyzing, planning and training, while Pfizer gains an on-the-ground understanding of treating infectious diseases.
- **Share your customers' dreams.** People use global brands to create an identity that they share with like-minded people, without regard to their national affiliation. Dove's convention-defying Campaign for Real Beauty, for example, resonated with women in Canada, Brazil and Argentina, as well as the US.

**REBUILDING BRAND AMERICA: *What We Must Do to Restore Our Reputation and Safeguard the Future of American Business Abroad* by Dick Martin** (AMACOM; January 23, 2007). To speak with the author please contact Yvette Romero at 212-832-8183 and [yvette@monteiroandco.com](mailto:yvette@monteiroandco.com).