A Cross-Cultural Analysis of Websites from High-Context Cultures and Low-Context Cultures – A Case Study of Pepsi-Co

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Abstract

The Internet has been touted as an economy-altering technological invention, revolutionizing marketing and trade .Globalization through the Internet has changed the business paradigm for global marketers. Given the trend of globalization and the ubiquitous nature of the Internet, e-commerce and interactive marketing have become key elements in marketing communications across nations. Initially, the Internet was conceptualized as a culture-free medium on the basis of its global accessibility. Only recently did scholars start to analyze the socio-cultural factors in e-commerce adaptation, website design and content. The aim of this study is to examine the role of corporate website-Pepsi in marketing communications in the cross-cultural context. People from different cultures use web interfaces in different ways; they hold different mental models for visual representations, navigation, interaction, and layouts, and have different communication patterns and expectations. In the context of globalization, web developers and designers have to make adaptations to fit the needs of people from different cultures, The study tries to explore and identify the strategies used by High-Context and Low-Context cultures in utilizing the Internet for communication and marketing purposes. Using Hall's High and Low Context dimensions as the main parameters, an exploratory analysis of Pepsi's websites identified different strategies on website design, for culturally appropriate websites

Key words: Cross culture, High context cultures; Low context cultures; and Pepsi.

1. Introduction

1. The global spread of modern technology, including information and communication technology (ICT), is commonly regarded both as an indicator of the postmodern era of globalization and as the very precondition for that era of intensive worldwide interactions of people and exchanges of goods, services, information, and capital. Some international marketers have predicted a final convergence of culturally different markets into a "one-world culture" that would facilitate globally standardized marketing activities (Levitt, 1983). This, however, has turned out to be an illusion too many non-cultural hard factors and cultural soft factors still exist or arise as constraints on international marketing that have to be dealt with continuously, utilizing various strategies of adaptation or localization. However, when it comes to tapping into commercial markets on the web, establishing business web sites, it's quite a different story in today's business relations. As more companies turn towards global markets, professionals are finding themselves in foreign locales, wheeling and dealing like never before. However, the key to effective communication between countries is an understanding of each other's culture, especially a working knowledge of how each society conveys meaning.

Characteristics of HC and LC Communication

Hall, 1990 defines culture as the way of life of a people: the sum of their learned behavior patterns, attitudes and materials things. Culture is often subconscious members of a certain society internalize the cultural components of that society and act within the limits as set out by what is 'culturally acceptable' (Hofstede's ,1991) theory aims to explain cultural differences through certain dimensions, such as power distance, individualism vs. collectivism, uncertainty avoidance, and masculinity vs. femininity. Of these, we use the individualism vs. collectivism dimension.

High-context and Low-context Communication refers to the degree to which speakers rely on factors other than explicit speech to convey their messages. Hall observed that "meaning and context are inextricably bound up with each other" (Hall, 2000), and suggested that to understand communication one should look at meaning and context together with the code (i.e., the words themselves). By context, we refer to the situation, background, or environment connected to an event, a situation, or an individual. Hall (1976) suggested the categorization of cultures into high context versus low context cultures in order to understand their basic differences in communication style and cultural issues (*see Table 1*)

Table 1 - Characteristics of high context and low context cultures

High Context	Low Context
Indirect and implicit messages, with use of metaphor and reading between the lines.	Direct, simple and clear messages
High use of non-verbal communication	Low use of non-verbal communication
Low reliance on written communication	High reliance on written communication
Use intuition and feelings to make decisions	Rely on facts and evidence for decisions
Values group sense	Values individualism
Long-term relationships	Short-term relationships
Relationships are more important than schedules	Schedules are more important than relationships
Strong distinction between in-group and out-group	Flexible and open

Source: Hall, 1976

In order to distinguish among cultures, Copeland and Griggs (1985) proposed a set of parameters to help situate cultures along a dimension spanning from the high-context/low-content category to the low-context/high-content category (*See Table 2*).In this article; the two categories will be referred to as either high-context or low-context, or HC and LC.

High Context
Japanese
Chinese
Arab
Greek
Mexican
Spanish
Italian
French
English
Canadian
American
Scandinavian
German
Swiss
Low Context

Source: Copeland and Griggs (1985

The research conducted by Hall and Hofstede, which led to the formation of their oft-cited cultural dimensions, is frequently criticized for being outdated (the dimensions were proposed in the 1970s and 1980s, respectively), On the contrary, the qualitative study of localized websites around the world presented in this article shows that communication patterns today still resonate with the cultural dimensions proposed decades ago. These differences in communication styles across cultures are expected to pose challenges to the ways in which websites communicate their messages most optimally. How do websites created for a target group in a High-Context culture differ from those created for Low-Context culture audiences? This article presents a set of preliminary results describing the tendencies by which communication through websites is adapted to various cultures. The study identifies whether and how variables that characterize High- and Low-Context cultures are reflected on websites. When talking to a global consumer, it is indeed very important to recognize the differences in their culture as well as their needs and values .Thus cultural sensitivity is the key to successful website advertising.

2. Objectives of the Study:
The study tries to explore and identify the strategies used by High-Context and Low-Context cultures in utilizing the Internet for communication and marketing purposes. The aim of this study is to examine the role of corporate website-Pepsi in marketing communications in the cross-cultural context

3. Research methodology
The website components were examined using content analysis. Content analysis is a methodology in the social sciences for studying the content of communication.   Babbie (2001) defines it as "the study of recorded human communications, such as books, websites, paintings and laws. Content analysis can provide rich data for standardization/ specialization analysis of cross-cultural advertising. In this study we evaluated website content of equivalent subject matter across countries. The unit of analysis was the "homepage" of the selected websites. Certain websites had welcome pages containing non-

informational icons and graphics before the homepages were loaded. These welcome pages were excluded from the study.

The study was conducted as a cross-cultural, qualitative analysis of websites from countries categorized as belonging to either HC or LC cultures. The websites analyzed included ones from as China, Japan, Greece , Arab, India & Pakistan representatives of HC cultures, while Switzerland , Scandinavian countries (Denmark ,Finland) and United States provided representatives of LC websites. The differences between the two website samples were explored and sought to be explained in terms of Hall's dimensions and other cultural variables like Collectivism vs. Individualism.

Area of the study: The cross-cultural analysis of websites is restricted to those of Pepsi, Pepsi is a carbonated soft drink that is produced and manufactured by PepsiCo. Not only Pepsi is a dominant market leader on the worldwide beverage market, but is also one of the most notable and widely sold commercial brands in the world, and annually spend billions of dollars on advertising campaigns. Pepsi has increased their online advertising budget by 60% for 2016. Pepsi relies more on the appeal of celebrities, popular music, sports (football and cricket) and young people on their websites. We can assume that a globe spanning company such as PepsiCo has done extensive focus group testing for their Pepsi websites and consequently customized each Pepsi website to appeal to its user group in each target culture, to ensure that product communication is as efficient as possible. It is on the basis of these assumptions that Pepsi websites were chosen as suitable subjects for this paper. The present study was carried out between 20th November 2015 to 5th February 2016.

4. Data Analysis and Interpretation of the data:

The characteristics of HC and LC cultures outlined above raise questions regarding the contrasts between the characteristics of HC cultures and the LC cultures. Some of these can be formulated into the following hypotheses:

Hypothesis 1: High-Context cultures are likely to use more imagery and less text than their Low-Context counterparts.

Hypothesis 2: HC cultures will, to a higher degree than LC culture websites, implement strategies for assimilating human presence on their websites. The effects such as multi-media, flash animations and interactive functions have the potential to provide a sense of human representation or interactio

Hypothesis 3: The imagery chosen on HC culture websites will reflect values characteristic of HC cultures, such as family values, whereas LC culture values will be present on LC culture websites.

Hypothesis 4: The pages making up LC websites are expected to linear navigation throughout the site, whereas pages in HC websites are expected to be parallel in navigation.

5. Results

The following examples illustrate different ways in which cultural influences are reflected in web design.

Animation

High-context cultures generally exhibit a higher degree of cultural adaptation .Thus Animated effects on websites tend to be more prominent and elaborate in HC cultures than in LC websites, where such options are reserved for relatively subtle effects such as emphasizing active links or drawing attention to logos. Much of the animation on HC websites is centered on images of people often including larger pictures, and a much higher rate of animated illustrations or moving visuals in particular. Multimodality tends to be somewhat higher in HC cultures, including jingles or occasional options for downloads of videos. Pepsi have obviously done their market research and discovered that this is what their different target markets are looking for, respectively, in a website. For instance, Pepsi sites of HC countries like China, Japan, Pakistan and Arab use animation in connection with images of young

people dancing, singing, playing games or jumping. This form of illustration is not seen in the USA (Figure 9) and in particular Scandinavian countries (Denmark and Finland) where the Pepsi sites are completely static, or where animatio4n is minimal (*see Figure 11, 12*).

One interesting use of animation on HC websites is the assimilation of non-verbal, behavioral language, which is characteristic of HC face-to-face communication. An Internet function, animation, is used to communicate in alternative ways from text, by providing high context using cues that assimilate or derive from real-life conversations.

The Pepsi China website illustrates how animation in the form of short videos can provide an alternative to communication through text and still images, the videos are mainly used as short introductions on each page. The core idea behind the new video of Pepsi on the welcome page of Chinese website is to celebrate the Chinese New Year with the people of China, and focuses on an iconic Chinese ritual for the Chinese New Year celebrations -the lion dance. The lion dance is a form of traditional dance in Chinese, in which performers mimic a lion's movements in a lion costume to perform the traditional custom of "cai ching", literally means "plucking the greens", a quest by the 'lion' to pluck the auspicious green normally 'vegetables' like lettuce and auspicious fruit like oranges tied to a "Red Envelope" containing money and hanged high. The "lion" will dance and approach the "green" and "red envelope" like a curious cat, to "eat the green". Lion dance is believed to bring good luck and fortune to the business. Chinese advertising often relies on emotional rather than informational cues (Pae, Samiee, and Tai 2002). This is found in the welcome video of Pepsi china website, in this video Pepsi is trying to position Pepsi as an auspicious and good symbolic meaning drink which can be used in place of the "greens" to be "plucked" to give challenge for the lion dance performers. The bottle of Pepsi is hung few feet above the ground and the two lion performers dance and try to approach the Pepsi bottle and one of the lion performers get the Pepsi .Pepsi replaced the "quest by the lion to pluck the green" by "quest by the lion to get the Pepsi "thus focusing on inducing positive feelings rather than providing information (*see Figure 1*).

The welcome video on the Arab website positions Pepsi as a family drink during Ramadan, The video shows that the boys are lighting the houses throughout the streets to celebrate the beginning of Ramadan -holy month for Muslims, the four boys in the video are enjoying and drinking Pepsi and video ends in a very interesting way , several glasses of Pepsi forms a shape of the crescent (the new moon) depicting the beginning of the month of Ramadan, again Pepsi is trying to connect with the Arab people by celebrating the auspicious occasion of Ramadan with them (*see Figure 2*).

The vividness of HC websites is often completed with the implementation of music and sound effects. Some sites play a limit of a couple of seconds of the jingles or background beat, the Pepsi Taiwan site not only has the background beat but it also displays the image of music player were you can control the volume (*see Figure 7*) .The same tendency can be found on the Pepsi Arab website also where music is placed on the main menu at the top (*see Figure 2*) ,on the Pepsi Pakistan site again music is represented by the image of a guitar and when clicked on it ,user is provide with the music gallery(*see Figure 3*). The Pepsi has engaged the consumers by focusing on their target markets passion music this trend is supported in Vanessa Evers' research, which shows that 86.5 % of strongly liked sound effects, whereas only 64.9 % of the Australian control group strongly liked sound effects (Evers, 2001). This form of illustration is not seen in the USA (*see Figure 9*) or Scandinavian countries site where there is no music or sound effects (*see Figure 11, 12*).

Color

Background colors are generally subject to different culturally-specific aesthetic and symbolic conceptions and preferences (Jacobs, Worthley, & Ghymn, 1991; Madden, Hewett, & Roth, 2000; Usunier, 1991), and generally have higher importance in High-context cultures. Color is another

design element that needs to be taken into account when targeting different cultures, as the cultural connotations of colors can vary greatly. For instance, in most western cultures, the color red is associated with danger, passion and lust, while in India it's associated with purity, and in China with celebrations and good luck and blue has been shown to be the most universally acceptable color. A number of studies have assessed the preferences of colors across cultural borders. The results have demonstrated that people of different cultures have various preferences for color. Marketers should be knowledgeable and flexible enough to understand that colors do not have universal meanings and Pepsi in their website designing for different countries has taken this into account.

The background colour of Chinese website of Pepsi is yellow which denotes pleasant, happy, good taste, royalty in China and also yellow is the national colour of China (*see Figure 1*). For web designing, blue is considered to be an internationally accepted colour as it depicts Deep Ocean or wide sky in a positive way and thus most of the Pepsi sites are blue.

Individualism and Collectivism Reflected in Communications

It is worth considering the values that are portrayed along with the product, and how these connect with those ideologies relevant to the target group culture. Values prevailing in HC cultures are generally tied to collectivism and those in LC cultures to individualism; hence we can assume that HC and LC culture websites manifest different values according to their ideologies. Individualism and collectivism refers to the social connectedness among individuals. According to Hofstede, individualism and collectivism are conglomerations of values concerning the relation of an individual to his or her in group. In an individualistic culture, "self" refers to the individual, while in a collectivistic culture "self" is defined in the context of a group. Individualists tend to be concerned with separating one's self from others, displaying qualities of uniqueness and independence. In contrast, collectivists tend to be concerned with affiliating with close others, discouraging individual fun/happiness, uniqueness and adventure, and blending the self/other boundary (Singelis, 1994). It is particularly interesting to see how Pepsi uses different approaches .The LC sites like that of Scandinavian countries (*see Figure 11, 12)* lack the presence of fun elements. On sites such as the Arab one (*see Figure 13),* the welcome page video shows four young boys, with a glass of Pepsi, laughing wholeheartedly and enjoying. This reflects the fun of being together as friends, cousins, brother's or some other close relationship. The Arab site certainly emphasizes a different enjoyable experience from the kind found in the Scandinavian countries sites, by putting more emphasis on fun /happiness with family and friends.

We can further compare and contrast the Pepsi sites of USA and India by examining their emphasis on social issues such as community work. It is interesting to see that despite Pepsi's deep involvement with community work, the extent to which this is communicated is different depending on the collectivist or individualist orientation of the user's culture. On the USA, a link to the "giving hope a hand "together we can beat breast cancer is placed fourth on the menu list at bottom .When clicked, the user is presented with a very short description of the link and a referral to the official website. (Figure 9) were as on the Indian site -the "Community" link has been promoted to a much more prominent location on the home page, placed third on the menu of links at the top ,when clicked there displays separate menu for community works like Replenishing Water, Waste to Wealth, farmers., Healthy and each link display fully informative page about the work (*see Figure 8*).For being a high -content culture site, the information on community work can be considered very precise ,but here the Pepsi focuses on the collectivistic orientation of the India (HC culture).

The use of celebrities in advertising is related to collectivism, Celebrity endorsement has developed tremendously in the past decades and has been acclaimed as "a ubiquitous feature of modern marketing" (Hsu & Mc Donald , 2002) .This ideology is found prevailing in HC cultures which are

generally tied to collectivism .It can be seen that in most of the Pepsi websites in the high context cultures are having celebrities on their welcome pages ,for example on China's website welcome video is featuring china's three successful celebrities Angelababy-actress, Ethan Ruan - actor, Huang Xiaoming –actor .Similarly on Pakistan website we can see Waseem Akram- Pakistani cricketer (see *Figure 5*), Greece website –football players   Lionel Messi and Thierry Daniel Henry (Figure 6).Were as in low context cultures like Scandinavian countries (see Figure 11,12) ,USA (see Figure 9) there is no use of celebrities .

Images of Individuals Separate or Together with the Product
If we examine the websites of Scandinavian countries (*see Figures 11 and 12*), USA (*see Figure 9*), Swiss (see Figure 10) and then compare them to Pepsi website of Japan (see Figure 6), we will notice one striking difference. Although all five images are of Pepsi websites what distinguishes the pictures from the Scandinavian countries sites ,Swiss site & USA site (LC cultures) from the picture on the Japanese site (HC culture),is that the latter example includes the presence of a Pepsi product with an individual , which is missing in the first two sites. We might have expected the opposite to be true that those sites created for LC cultures would be more inclined to make a direct connection between the individual and the product, whereas on HC websites the designer would rely on the user to grasp the connection between the two elements. We can perhaps explain this effect by referring to Marcus and Gould, who suggested that individualism and collectivism may influence the importance given to individuals versus products shown by themselves or in groups (Marcus & Gould, 2000). As we have seen, collectivistic societies place high importance on people and relations, whereas individualistic societies tend to value products and consumerism. When displaying a product together with an individual, it reflects the values of HC cultures by drawing focus away from what the product offers and towards what the person receives when enjoying the product.

Transparency
Transparency refers to the extent to which the users are required to make an extra effort in order to find the information they are looking for. The term is borrowed from the usability field, referring to the apparentness and obviousness of the method of use of a website or other user interface. The Pepsi's website from Scandinavian countries (*see Figure 11, 12*), USA (*see Figure 9),* LC cultures, can be described as a very transparent site, as it provides a detailed overview of the rest of the site on the homepage. The homepage features a large collection of links, and describes clearly what lies behind them through the use of headings, subheadings, and illustrations. This makes it possible for the visitor to find what he or she is interested in immediately. Most HC sites, for example Greece website *(see Figure 6)* and Taiwan website *(see Figure 7)* in contrast, depends on links and information described by a limited amount of text, and sometimes with an illustration. This gives a less transparent overview of the content in the website compared to LC sites, and often requires that the user "chase" the information through exploration of the site and placing the cursor over a link to reveal more content information before finally clicking it. This tendency coincides neatly with the idea that, in LC cultures, it is the sender who does all the work in clarifying information and getting the point across, while in HC cultures, it is the receiver who has to work to retrieve the information. An example of a site that relies on the exploration of the user is the Pepsi Pakistan website Here, a menu is in a very interesting way filling all the interface with the image icons .As a starting point, for the product icon ,image is spinning Pepsi bottle ,for the music – guitar ,for the cricket- moving ball ,for the games – game arcade zone ,these icons then serves to direct the user to news releases and new features *(see Figure 3).* When resting the cursor on one of the other image icons, a new window appears .The menu therefore relies on the patience of the user and willingness to explore the site to find what he or she is looking for.

Ease of Navigation (ENAV)

Navigation of the website includes the broad layout of the different components and the way in which elements such as hyperlinks and tabs are arranged. We therefore called this factor "ease of Navigation" (ENAV). ENAV describes characteristics that enhance the navigability of the website. This "ease of Navigation" (ENAV) is clearly reflected in the design of websites. Whereas on LC countries like Swiss site (Figure 10) there are few sidebars and menus and constant opening in same browser. HC countries like Japan (Figure 4), rather seem to have many sidebars and menus. The Pepsi designers behind the HC sites seem keener on illustrations and links that constantly morph into new ones, where parts of information are hidden underneath other information on the same page. Their LC sites tile information side by side on one page, so that nothing covers anything else as a starting point. The HC sites are also inclined to use pop-up windows, which are non-existent in the LC sites. On LC Scandinavian sites (Finland and Denmark) and USA new page opens in the same window compare the site from Taiwan and Pakistan where all links open up in new browser windows. Also when it comes to the basic page navigation, it has to be taken into account what will happen if the user switch from a left-to-right language like English to a right-to-left language like Arabic or Hebrew. Pepsi on the Arab website has taken this feature into consideration by keeping navigation horizontal rather than vertical which makes it much easier to switch directions, from Arabic to English and English to Arabic and will keeping the design symmetrical, so one doesn't have to move image and text boxes from one side to the other.

6. Discussion

The evidence presented here indicates that websites in High-Context cultures differ from websites in Low-Context cultures in a variety of ways, six of which are outlined in this article, and probably many more of which are yet to be discovered. It is evident that differences in communication styles between High-Context and Low-Context cultures do occur on the web. Moreover, the current study suggests that the multi-media character of the Internet is helpful in terms of communicating online in a High-Context manner.

 Let us now revisit our original hypotheses.

H1: High-Context cultures are likely to use more imagery and less text than their Low-Context counterparts.

While imagery is used to a great extent on both LC and HC websites, no doubt as a result of the sites studied being commercial in nature, there is evidence that HC websites are more likely to use images to convey information, in contrast to LC websites. This is most evident with relation to navigation elements. For example, links to other pages on the Pepsi Pakistan website were represented by images instead of text, in contrast to the Scandinavian websites which were more likely to opt for text rather than images to guide the visitor of the site. The results also showed an unexpected finding in terms of imagery, however. The co-presence of products and people on HC websites showed a different strategy from that of LC websites, which were more likely to separate the product from the consumer. In this way, attention is either fully drawn to the product or the consumer on LC websites, whereas on HC websites the product is more often pictured together with an individual, thus giving the consumer a central place of attention and never focusing entirely on the product only.

H2: HC cultures will, to a higher degree than LC culture websites, implement strategies for assimilating human presence on the website.

There are examples on the studied HC websites in which animations of people are present that aren't present in the LC websites. The most evident example of this was found in the Chinese website and the Arab website which included welcome videos of Animations by young people, often engaged in dancing and sports, adhering in this way to the values attributed to collectivistic societies.

H3: The imagery chosen on HC culture websites will reflect values characteristic of HC cultures, such as family values, whereas LC culture values will be present on LC culture websites.

The findings of the present study support what others, such as Leonardi (2002) and Marcus and Gould (2000), have found. There is a tendency for the values expressed in imagery to be consistent with those prevailing in the culture of the countries, and in the present study those values seemed especially expressive of collectivism and individualism. Examples of this were found in the lifestyles portrayed in the images, with focus on family and physical activities on the HC websites, and free and personal time on their LC counterparts.

H4: The pages making up Low-Context websites are expected to be consistent in their layout and color schemes, whereas pages in High-Context websites are expected to be diverse.

The hypothesis regarding layout was substantiated through the website reviews. As the final tendency presented in the results section showed, the consistency in layout and opening of links in the same browser windows in LC websites is in contrast to the HC Asian websites where new pages would open in new browser windows, giving the visitor a multitude of starting points for further website navigation.

While these hypotheses are thus supported by the findings of the present study, there are a number of limitations to the study that imply the need for future research, and which would be able to validate the original hypotheses further.

7. Limitations

First, the results are based on the subjective interpretations of a researcher from a high Context culture. Supplementary research should focus on further exploration of communication strategies present on websites. A quantitative study should be carried out to determine the validity of the results, either on the same Pepsi sites today, over time, or on websites from different companies. It could also be interesting for a researcher from a low -Context culture country to conduct a similar study, the results from which might give further indications as to the ways in which context is reflected in website design. Secondly, research on randomly chosen samples out of millions of websites can hardly provide representative, precise results. Moreover, the design of websites is subject to continuous change over time because of the highly dynamic nature of the medium, which, for example, transforms strongly standardized websites into strongly localized ones and vice versa. Finally, the validity of the results could be further enhanced through the involvement of participants from the countries from which the websites originate, and the incorporation of users' perspectives in evaluating the appeal, usability, and cultural appropriateness of website designs.

8. Conclusion

In spite of their apparent universality and important role as engines of globalization, the Internet and its Web neither eliminates cultural differences nor are they culture-free products. Cross-cultural marketing and advertising research provides some useful findings that can demonstrate the broad influence of culture on this new medium. To increase website acceptability and Internet consumption worldwide, a higher degree of website adaptation in general seems to be necessary. The operational cultural design criteria and elements that have been described above provide a basis or starting point from which a higher degree of culturally appropriate website design can be approached. These findings seem to verify the cultural relevance of the Web site design criteria introduced; thus they may be taken as an operational basis for more intensive cultural adaptations of the Web. Since technical conditions are becoming increasingly favorable to such adaptations, this could make the Internet a truly world-wide medium in the future. However, the present discussion is based on a small, probably not truly

representative sample of Web sites (out of many millions), so its conclusions should be regarded as preliminary. This highly complex subject matter richly deserves further investigation.

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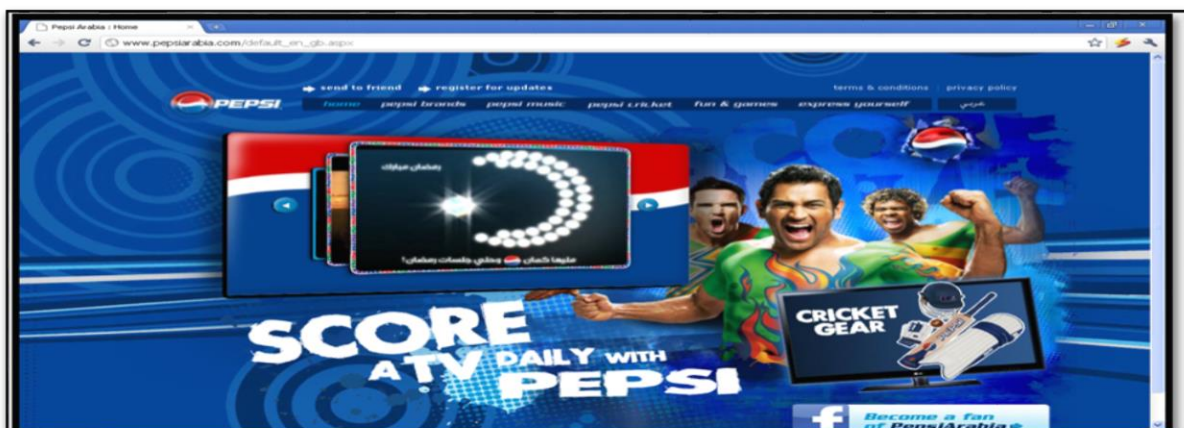
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Figure 1 – Pepsi China website

Source: (http://www.pepsi.cn)

Figure 2- Pepsi Arab website

Source: (http://www.pepsiarabia.com)

Figure 3 Pepsi Pakistan website

Source: (http://www.pepsiworld.com.pk)

Figure 4- Pepsi Japan website

Source: (http://www.pepsi.co.jp)
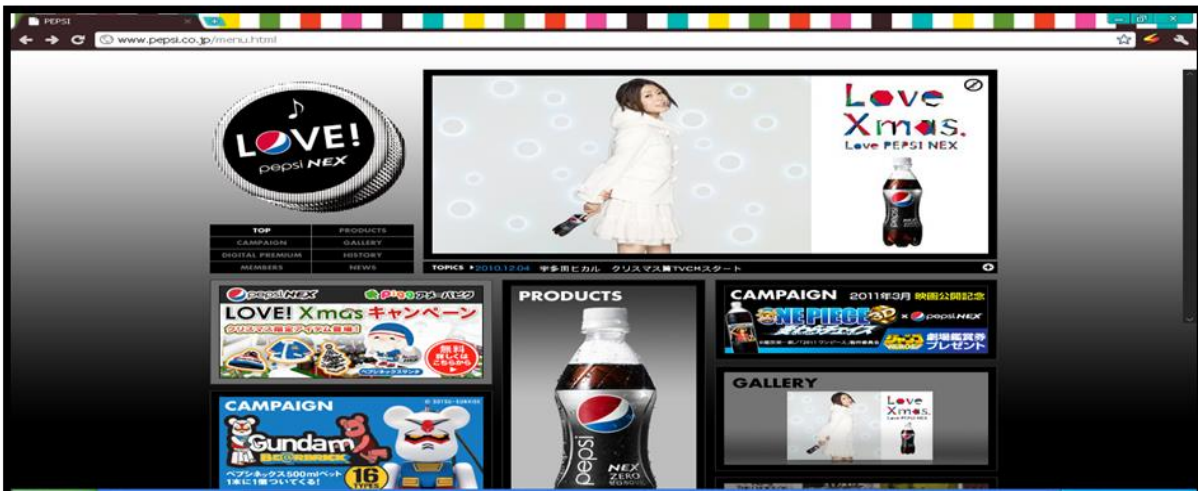
Figure 5 -Pepsi Pakistan website (http://www.pepsiworld.com.pk)

Source (http://www.pepsiworld.com.pk)

Figure 6- Pepsi Greece website

Source: (http://www.pepsimax.gr)

Figure 7- Pepsi Taiwan website

Figure 8-Pepsi India website
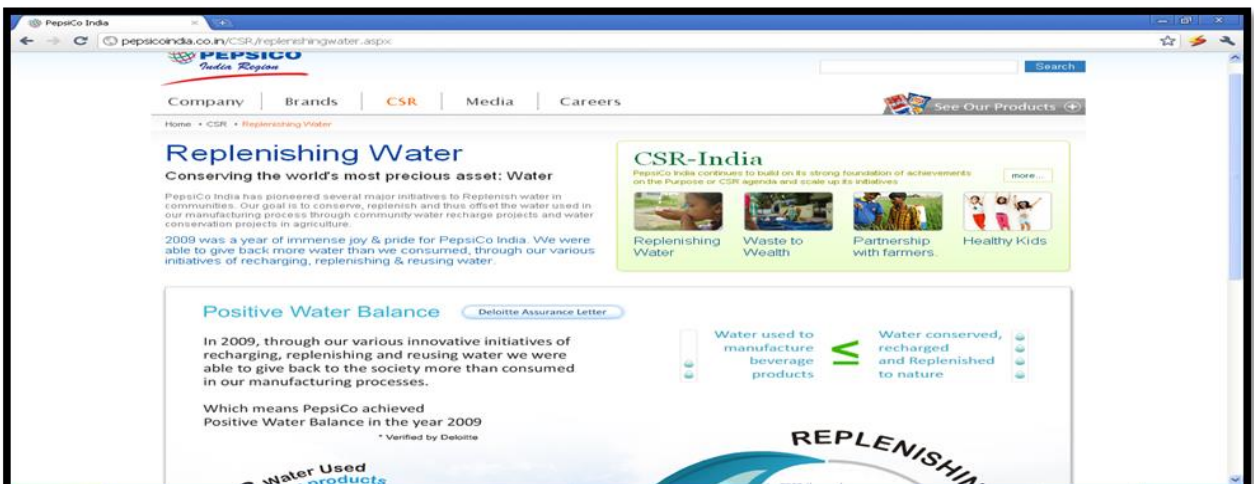
Figure 9- Pepsi USA website

Figure 10-Pepsi Swiss website

Figure 11-Pepsi Finland website
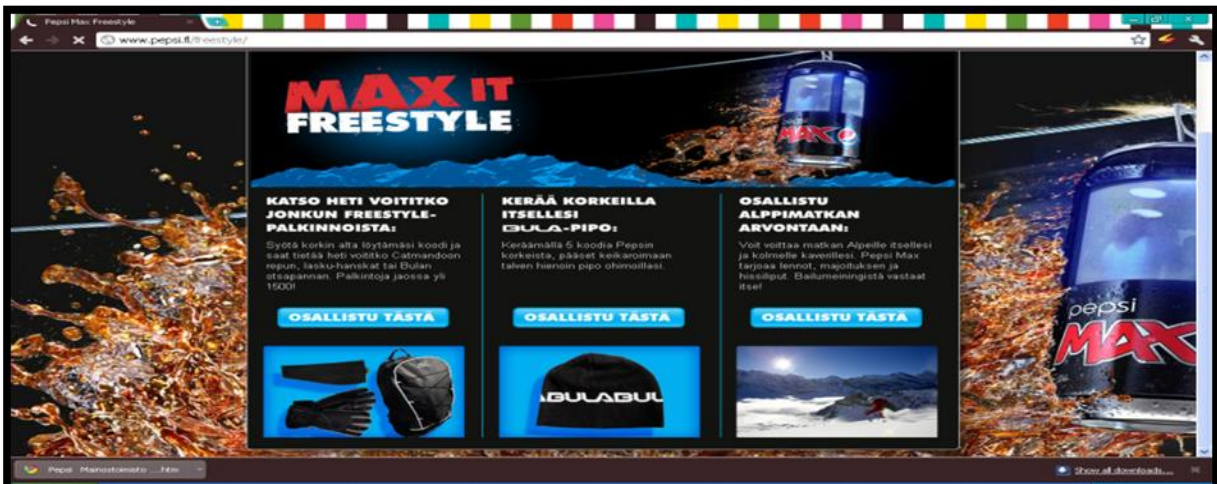
Figure 12-Pepsi Denmark website

Figure 13-Pepsi Arab website

Source (http://www.pepsiarabia.com