

# WEBSITE QUALITY IMPROVEMENT THROUGH ITS LOCALIZATION

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## Abstract

Integration and globalization processes increase the need for companies to be competitive; at the same time the Internet allows expanding products and services distribution channels. Thus, in order to meet customer expectations and expand the markets, it is necessary to know the differences of website quality perception in different countries. The cultural analysis of website should provide useful information for designers, and perhaps, even change the perception of website functionality, aesthetic and emotional experience. This article aims to review and compare the different classifications of cultural dimensions, to identify the most important cultural dimensions in the website context and to propose the algorithm of cultural dimensions' integration into website quality model.

*Keywords:* Website quality, localization, adaptation to the culture, cultural dimensions.

## Introduction: the problematic of website localization

Culture, even in the same country may differ, but the differences between countries may be particularly pronounced. The ignorance of cultural specificities in business environment can lead to conflicts in the communication, which in turn leads to a decline in productivity (Pluke *et al.*, 2005).

Thus, the concept of culture in the development of international business is quite important: culture is the shared values, goals, methods, and totality of relationships. Culture can also be influenced by ethnicity, language, history and level of country's technical development. The cultural aspects can be organized according to certain categories – dimensions (Marcus, 2004, Soyoung *et al.*, 2006).

In ensuring the success of international business the concepts of globalization, internationalization and localization are used often. Globalization includes all the processes associated with the company's reorientation to global markets and reorganization of the company into the extendable structure. Internationalization – the development of unified product, which should not be redeveloped to be appropriate to the humans with different linguistic and cultural characteristics, the development consists of the product design, programming and preparation of documentation. Localization includes the adaptation of the product to the target linguistic and cultural group (LISA, 2007). All these concepts are well known by the businessmen, but whether they are used in real business?

LISA's (Localization Industry Standards Association) research shows that about two-thirds of 123 respondents specified the international trade as a strategic objective of business development. Foreign markets support is executed by localization of products and services, translating documents, recruitment of multilingual staff. Until now the globalised products have been traditionally supported by the local agencies, but the mentioned study showed that currently only 6 % of respondents have local agencies, because it is more expensive than to sell goods online. We can tell that if the company is available on the Internet – it is reachable all over the world. However, although the majority of the LISA's surveyed respondents recognizes the importance of international trade in their business development, only 8 % of them has multilingual websites. LISA identified such a situation as a "black hole" in the Internet – because the potential of websites, which could reach consumers around the world, is not properly used, while experts estimated that customers 4 times more likely will purchase from the website "speaking" customer's language (LISA, 2007). However, almost half of the respondents indicated barriers for websites' localization and international trade, among them – the lack of information on cultural and ethnic standards. This shows the representatives of the business to be understood that the localization is more than simply a translation into another language. This process requires also non-linguistic skills, it may be necessary to change the software: the dialog boxes, the characteristics of fields, date, time, currency, number format, icons, and colours – i.e. a whole range of cultural codes. Other aspects arise in case of the bidirectional languages (e.g. Arabic or Hebrew languages) or of the two-byte character set (Chinese, Japanese, Korean languages), the larger-scale reprogramming will be required to ensure proper rendering on the target platforms. In addition, a range of business software (databases, accounting programs, etc.) will have to be adapted to new procedures and format of the data (LISA, 2007).

Thus, it becomes clear that the company intended to expand globally must take into account the cultural impact to the Internet-based communication and to the quality of its tool – website. It is clear, as well, that trying to standardise communication in the Internet limits the usage of website potential. So, the purpose of this paper is to propose a possible solution for better website potential recovering through the adaptation to the target culture by integration of cultural factors in quality assurance. The Google statistics of search show such popularity of this topic's keywords: "website quality" – 8 100 hits/month, "localization" – 201 000, "adaptation to the culture" – less than 100, "cultural dimensions" – 9 900. The business companies intended to sell globally, as well as web solutions' providers may be interested in this topic. The methods of scientific literature analysis, comparison and synthesis were used in this paper.

For transforming the website in a proper way, it is essential to know what changes are needed to adapt the website for each culture: what are the cultural peculiarities, adaptation priorities and orientations. The cultural dimensions may help to define these aspects. Below the cultural dimensions identified by various authors and their use in the context of the website are discussed.

## Hofstede's cultural dimensions in the context of the website

World cultures have various sets of social behaviour and interaction, it has led anthropologists and researchers to develop the models of cultures, which dimensions would allow to describe the existing cultural differences. One of the most cited anthropologists is Geert Hofstede, who conducted a study in 1970-80 at IBM. His study included 72 national subsidiaries, 38 occupations, 20 languages, 116000 people. Based on this study Hofstede identified five cultural dimensions (Hofstede, 1980; Smith *et al.*, 2001):

1) **Power distance**: the extent to which people accept a high or low power distance in social hierarchy. Power distance index corresponds to the scale of formal power recognition. As the power distance indicates the extent to which less powerful members of the public recognize the uneven distribution of power, and Hofstede claims that countries with high power distance have a centralized political structure and hierarchy developed with considerable differences in status, while countries with low power distance often focus on the ordinary people and the differences in status are not so strong, it defines such power distance's effect to the elements of the websites (Marcus *et al.*, 2001): structure of access to information, hierarchy of thinking models, emphasis on social and moral regime (e.g., nationalism, religion), concentration on the government, experts, certificates, official stamps and logos, segregation of leaders from other people, importance of security and prohibitions, access barriers, social roles' use in the assortment of information (e.g., the page for workers is clearly separated from site's part for other visitors).

2) **Individualism vs. collectivism**: orientation to the achievements of individual or team. In collectivism the interests of the team have more value than personal; it is the individual's loyalty to the group (Dinev, 2006). In societies with high individualism, the individuals are independent from each other and have their own personal goals. Individualistic culture put much value upon the time, freedom, challenge, personal material reward. Collectivistic culture values the learning, physical conditions, skills. This dimension identifies the following website aspects (Marcus *et al.*, 2001): personal achievement based motivation: maximized in individualistic cultures vs. reduced in collectivistic cultures, pictures of success: demonstrated through material goods vs. through socio-political achievements, rhetorical style: reasoned speech vs. official slogans, youth vs. experienced leaders, emphasis on the social ethics, etc.

3) **Masculinity vs. femininity**: the extent to which the culture separates or not the traditional gender roles. In masculinity's cultures gender roles are more separated than in femininity. Hofstede (1980) focuses on traditional gender roles: the masculinity manifest through persistence, competitiveness, hardness, and the femininity – through the home-orientation, children, people, and gentleness. The design of user interface for feminine cultures should be geared more to the exchange of information, assistance. Poetry, common values, natural images, traditional art – all of this are dedicated to generate aesthetic and emotional appeal, and are able to ensure more value to the website than practical, strongly oriented to the objective navigation and graphics (Smith *et al.*, 2001).

4) **Uncertainty avoidance**: the extent to which culture accepts uncertainty. Uncertainty avoidance index assesses the importance of rules and standards and shows how people feel in uncertain situations. High uncertainty avoidance society's individuals are seeking to reduce personal risk, are more opposed to innovation, and respect the rules. Cultures choose different ways of uncertainty avoiding through the various rituals, there are different approaches to the formalities, punctuality, law, religion, social requirements, and ambiguity toleration. Cultures with a high degree of uncertainty avoidance tend to be expressive – people "speak" a sign language, change the timbre of voice, show emotions. In contrast, low uncertainty avoidance cultures are less open, people are quieter.

5) **Long-term orientation**: orientation to the Confucian mindset, which emphasizes the patience. In society with long-term orientation the stability, prudence, long-term agreements have an exceptional value. Long-term orientation is important for Asian countries, which focus on the virtuous behaviour, and the Western countries focus on faith and the search for truth. High degree long-term orientation cultures emphasize such aspects (Marcus *et al.*, 2001): content concentration on practice and practical value, relationship as a source of information and trust, patience in reaching goals. On the other hand, low long-term orientation cultures highlight content concentration on truth, rules as a source of information and trust, wish for immediate results.

Although most Hofstede's dimensions make the combined influence on behaviour in any situation, Prof. Cialdini explains that different cultures emphasize one factor over others, although he does not speak about the impact on e-commerce, but his analysis suggests that in the different cultures the different dimensions will impact a decision on the purchase (Smith *et al.*, 2001).

Despite the fact that Hofstede's work and its application in the IT sphere have been widely criticized, his classification remains the most popular (Dinev *et al.*, 2006). Hofstede explains that cultural orientations are deeply infixed in cultures throughout the centuries, so the modern technology can not eliminate it. These dimensions are widely used in business studies on assessment of gender roles in various business fields, especially in shaping the strategies of advertising, in research of purchase motives and product use, as well as in studies of website perception from the user point of view (Baack & Singh, 2007).

## Schwartz's cultural dimensions in the context of the website

In the Schwartz's typology seven dimensions are used to explain the cultural differences: (1) conservatism – describes the importance of the relations between groups in society, of the social balance, of security, identity, traditions; (2) intellectual autonomy – values the individuality, autonomy, creativity; (3) emotional autonomy – emphasizes the personal goals, self-gratification, and pleasure; (4) egalitarian engagement – voluntary commitment to public welfare, equality, social justice, freedom; (5) harmony – highlights the beauty, peace, harmony with nature,

environmental protection; (6) mastery – values the efforts to adapt the environment, defend own rights, ambitions and independence; (7) hierarchy – assesses the perception of status and hierarchy, social power and authority.

Unlike Hofstede's, the Schwartz's types of values are intended to analyse culture in the non business environment. Schwartz has used a different method than Hofstede, more examples and newer data (Baack & Singh, 2007). His content analysis method to evaluate the cultural adaptation is quite often used in international marketing. Marketing messages are adapted to the culture (on the country level); it is justified in the case of websites as well. Baack & Singh (2007) study gives the main factors that reflect the culture on the website: the 1<sup>st</sup> factor – the graphic elements, imagination, creativity, aesthetics, navigation guide – linked to Schwartz's intellectual autonomy dimension, the 2<sup>nd</sup> factor – social relationships, traditions, family – are in character with Hofstede's collectivism and Schwartz's conservatism dimensions, the 3<sup>rd</sup> factor – the pictures of important persons, the organizational structure – measures a hierarchy (Schwarz) and power distance (Hofstede), the 4<sup>th</sup> factor – the games, emotions, pleasure, chat rooms – is Schwartz's emotional autonomy, the 6<sup>th</sup> factor – "aggressive" marketing, product efficiency – represents mastery (Schwarz) or masculinity (Hofstede), the 6<sup>th</sup> factor – unclear gender roles, "soothing" elements – femininity (Hofstede).

Baack & Singh (2007) believe that Hofstede's or Schwartz's techniques in separate mode can not adequately explain the cultural impact on the Internet communication, but its synthesis may create a more reliable picture.

### Baumgartner's and Marcus' cultural dimensions in the context of the website

Marcus *et al.* (2001) also argues that Internet user interface design is influenced by cultural differences. People from different countries/cultures use different interfaces, they like different graphic templates, they have different behaviour and expectations. Therefore, interface must be adapted to various locations (cultures). Localization includes the adaptation of local metaphors, structures of thinking, navigation, interaction, and appearance. Most studies have been made in the localization of technical aspects (e.g. right displaying of different language characters). Content management systems (CMS) are able to support several languages, but other cultural aspects are not included in current CMS. Currently, website adaptation to the culture forces to spend a lot of time and money: apart adaptation of terminology, conversion of measurement units, it will be need to hire an expert for each of the target culture. The design of international functionality of is often challenging and avoided activity, as it requires a number of additional resources (Marcus, 2004). Marcus (2004) uses the list summarizing the main cultural dimensions highlighted by Baumgartner (2003). According to expert survey the key cultural dimensions were selected from the above mentioned list (Figure 1). On the top of the list is the context dimension, defined as the quantity of information needed in a given situation, this dimension was not evaluated less than 3 out of 4 points (3.73 points). The second dimension is experience in technology. It was proposed to combine this with the technology development dimension, which is on the 4<sup>th</sup> position, and to name 2<sup>nd</sup> dimension – technological development. Both dimensions were assessed by interviewees as a very important for interface design (3.3 and 3.18 out of 4 points). Uncertainty avoidance is on the 3<sup>rd</sup> place (3.21 points). It is estimated that each interface should reduce the uncertainty and in particular on the moment of Internet purchase, so technological development is closely linked to reduction of uncertainty. The dimension of time perception collected 3.14 points out of 4. The authority conception – 2.86 points.

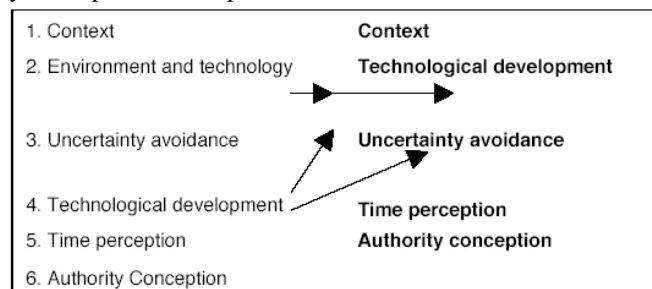


Figure 1. Selection of the most important cultural dimensions (Baumgartner, 2003; Marcus, 2004)

More researches are required to identify the essential dimension for each interface element. Marcus (2004) provides the ranged list of dimensions (see Table 1). The provided list demonstrates the review of overall dimensions and its possible grouping. Cultural dimensions collected on the basis of the expert survey, ranged by statistical average, and grouped so that it can be used as a means when deciding which of dimensions is important on each design stage. Marcus (2004) believes that in the localization is necessary to concentrate on the first six dimensions, when the additional resources are available, then to enable the next dimensions in accordance with the list.

### Singh, Zhao and Hu cultural dimensions in the context of the website

Singh *et al.* (2003) use the 6 cultural dimensions; their study was reviewed and supplemented by 23 cultural categories (Singh *et al.*, 2003, 2005). The structure of cultural values according to Singh, Zhao and Hu (2005) is presented in Table 1; the identified values in the context of the website may be briefly summarized as follows:

**a – Collectivism:** public feedback, social responsibility policy, member clubs, message boards, discussion groups, online chats, group or collective work’s importance in formulation of the vision, concentration on the customers as on the family, the loyalty program for each country, special membership program.

**b – Uncertainty avoidance:** FAQ, customer support, site map, a good separation of links, the local contacts, the use of country specific metaphors, wordplays, terminology, accent on the company’s relationship with the national history, respect for the older generation.

**c – Power distance:** information on the hierarchical structure, on the staff in the different countries, the pictures of directors, important persons, celebrities, the presentation of company’s vision on behalf of the director.

**d – Individualism:** the images and themes reflecting self-confidence, recognition of the achievements, unique product features, recommendations, individual correspondence.

**e – Rich context:** attention to aesthetic details, free use of colour, accent on context and images, use of love, harmony and attractiveness, the modesty in company’s philosophy, the presentation of intangible product characteristics through subjective experience.

**f – Poor context:** discounts, promotions, interpretation of product advantages on comparison basis, the company’s rating, the figures showing the company’s growth and importance, the position in the Forbes list.

Each of the cultural dimension (which figures on the website through graphics or text) manifests in a few categories, e.g., collectivism manifests through the public relations, clubs, or chat rooms, the theme of family, loyalty programs, newsletters (Singh *et al.*, 2003; Sinkovics *et al.*, 2007).

Thus, Singh, Zhao and Hu (2005) use some of the Hofstede’s cultural dimensions and describe them by website elements. It can be concluded that it is possible to identify cultural differences between countries by taking a sample of sites from each country and by conducting a comparative analysis, according to Singh, Zhao and Hu (2005) dimensions list. The analysis of concrete country’s websites would help to identify the prevailing culture-specific elements of the website and set up the priorities of website adaptation to the culture.

The cultural dimensions analyzed in this paper are presented in table 1, where we can see that the cultural dimensions identified by various researchers are often overlapping and intertwining.

**Table 1.** The cultural dimensions in the website context (made by author basing on Baack & Singh, 2007, Baumgartner, 2003, Marcus *et al.*, 2001, 2004, Singh *et al.*, 2003, 2005; Sinkovics *et al.*, 2007)

Auth- or	Common cultural dimensions		Cultural dimensions in the website context	
	Hofstede (1982)	Schwartz (1995)	Baumgartner (2003), Marcus (2004)	Singh, Zhao, ir Hu (2005)
<b>D I M E N S I O N S</b>	1) Power distance;  2) Individualism– Collectivism;  3) Masculinity– Femininity;  4) Uncertainty avoidance;  5) Long-term orientation.	1) Conservatism;  2) Intellectual autonomy;  3) Emotional autonomy;  4) Egalitarian engagement;  5) Harmony;  6) Mastery;  7) Hierarchy.	<b>1) D05 Context</b> <b>2) D25 Technological development,</b> <b>D08 Experience of technology</b> <b>3) D28 Uncertainty avoidance</b> <b>4) D27 Time perception</b> <b>5) D27 Authority conception, D20</b> <b>Power distance</b> <b>6) D03 Affective vs. neutral</b> 7) D09 Face-saving, D24 Specific vs. diffuse, D13 Instrumental vs. expressive 8) D02 Activity orientation, D17 Meaning of life 9) D18 Nonverbal communication, D23 Space 10) D12 Individualism vs. collectivism 11) D26 Time orientation, D16 Long- term orientation 12) D29 Universalism vs. particularism 13) D15 International trade 14) D10 Gender roles 15) D01 Achievement vs. ascription 16) D21 Property 17) D07 Economic progress 18) D14 Internal vs. external control 19) D22 Resources 20) D06 Degree of power 21) D11 Human nature orientation 22) D19 Political decentralization	<b>a – Collectivism</b> a1 Public relations; a2 Clubs, chat area; a3 Family theme; a4 Loyalty program; a5 Newsletters; <b>b – Uncertainty avoidance</b> b1 Client services; b2 Navigation guide; b3 Local sale points; b4 Local terminology; b5 Traditions theme; <b>c – Power distance</b> c1 Company hierarchy; c2 Important persons’ photos; c3 Personal names; c4 Vision’s communication; <b>d – Individualism</b> d1 Independence theme; d2 Product uniqueness; d3 Personalization; <b>e – Rich context</b> e1 Aesthetics; e2 Courtesy and indirectness; e3 “Gentle” marketing; <b>f – Poor context</b> f1 “Aggressive” marketing; f2 Rank of the company prestige; f3 Use of superlatives.

The Hofstede’s cultural dimensions in one or another form figure in all considered classifications: Power distance – Hierarchy – Authority conception, Collectivism-individualism – intellectual, emotional autonomy – egalitarian engagement, and also it is often referred to Uncertainty avoidance, Long-term orientation – Time perception, Gender roles dimension, so we can suggest that they are the underlying dimensions (Figure 2).

Hofstede	Schwartz	Singh & al.	Marcus
Power distance	Hierarchy	Power distance	Authority concept
Individualism	Intellectual, Emotional, Autonomy, Esthetic engagement	Individualism	—
Collectivism	Conservatism	Collectivism	—
Masculinity	Mastery	Power context	Context
Femininity	Harmony	Power context	—
Uncertainty avoidance	—	—	Uncertainty avoidance
Long term orientation	—	—	Time perception
—	—	—	Technological development

**Figure 2.** Identification of the most frequent cultural dimensions in existing classifications (made by author)

However, in the context of website the information technology-related aspects assume particular importance (technology development level, public tendency to adopt innovations), because the high-grade communication through a website is stipulated by the technology development and willingness to use it.

### Practical aspects of website localization

It is obvious that the websites and e-shops localization requires relatively large investments, so the ideas of standardization, selection of templates, automated adaptation measures appear. There is a special program able to identify user dislocation country by determination of the network address (IP). However, they may be misleading, because for user that accessed internet network from a particular country may be more friendly system adapted for another country (e.g., foreigners, ethnic minorities). Pluke *et al.* (2005) think that in order to meet user preferences, it would be better to facilitate the user to specify the desired language and cultural requirements, to ensure that the product or service meets the user requirements, to provide a mechanism that can help to eliminate discrepancies between the user’s needs/requirements and the product or service options, to declare that no one automated solution will be able to meet all user needs, and to foresee the possibility for user to easily reject an automated solution.

Those who have an experience in product design and configuration, recognize that none of the named items can be implemented by some general solution. All measures of website adaptation to the target market must be consistent with cultural particularities. So far, there are no universal solutions described in the literature, which foresee an introduction of cultural orientation into designing of website. Scientists analyzing the cultural impact on website, treat it as a communication tool, but often underestimate its complexity. However, the website is a complex and heterogeneous system, thus it requires more close analysis. In this paper website is considered as consisting from 5 main modules: Visibility, Perception, Technology, Content, and Services (Sloim & Gateau, 2001). The mentioned 5 modules’ model was developed by French quality practitioners and dedicated to assess the quality of website, its structure covers all the most important for users aspects of website, thus it can be treated as a suitable basis for website adaptation for target culture. An algorithm of website adaptation is proposed below (see Figure 3):

Web site modules	Visibility	Perception	Technology	Content	Services
Dimensions					
Power distance	[Bar chart showing high correlation across all modules]				
Relations in the society	[Bar chart showing high correlation across all modules]				
Uncertainty avoidance	[Bar chart showing high correlation across all modules]				
Gender impact	[Bar chart showing high correlation across all modules]				
Time perception	[Bar chart showing high correlation across all modules]				
Technical development level in the country	[Bar chart showing high correlation across all modules]				

**Figure 3.** Algorithm of website adaptation to the target culture (Guseva, 2009)

1<sup>st</sup> step. Analysis of target culture’s websites – the identification of essential cultural particularities, the data must be collected by dimension-module blocks;

2<sup>nd</sup> step. Identification of website adaptation priorities based on conducted analysis – important for reasonable resources using and efficient operations’ sequencing;

3<sup>rd</sup> step. Implementing of localization in accordance with the identified priorities and website quality evaluation modules, examples:

3.1 Visibility – to ensure that the site is easy to find, even without knowing the exact address, i.e. intuitively: the address of website must be registered in local language and with the national domain (e.g. .lt, .at). The logical relations typical for the target culture must be taken into account when setting keywords in website programming code.

3.2 Perception – to ensure a coordinated adaptation of design and navigation structure to the culture: the symbolic colours, the reading direction (from left to right, from right to left, from top to bottom and vice versa), the font style and size, the structure of information. The design, functionality, use of the target culture specific pastiche elements and pictures is becoming of major importance in conveying the best impression of the company to potential local customers.

3.3 Technology – to give to the visitor a possibility to choose a convenient format: time, currency, design, language. It is advisable to rent a hosting in the target country, because the data transmission in the local network is significantly faster than transferring data from foreign countries. It is necessary to take into account the level of technical development in the target country.

3.4 Content – it is a module the most affected by culture: it is necessary to adapt language, speech style, terminology, to take into account the impact of context, to use codes usual for the target culture, to reduce uncertainty, to choose the content strategy taking into account all dimensions of Figure 2.

3.5 Services – expert advice, loyalty gifts, clear overview, and links, the possibility to communicate with other users, customer service 24/7 – this is the main mechanism used to create a positive perception of website/e-store and to increase a customers base. Free advice or consultation when client needs it online may be treated as an equivalent of live communication in real shops (Dinev *et al.*, 2006, Weltevreden *et al.*, 2007). A relationship should be ensured on a sufficient level before customer's personal data are requested, thus increasing confidence and reducing uncertainty. In cross-border context, the customer support service needs adaptation and differentiation. Support services are needed to make the website more sensitive to the culture, and more tailored to the target market.

The extended and structured view of website elements involved into localization process is given in the paper's annex. The presented algorithm provides the guide of website localization by reviewing website's modules under the cultural dimensions. In this way the cultural dimension are integrated into quality assurance, it means an integrated improvement of the website quality by its adaptation not only to the physical characteristics of visitors (disabled people, left-handed, etc..), but also to the cultural-ones, what, as a consequence, leads to more effective communication through website.

## Conclusions

Internet network requires a high degree intercultural communication, which could be implemented through the user interface. Many corporate websites in Europe give the possibility to choose between several languages the preferred-one, and even propose multilingual portals – it makes difficulties for the planning of operations on the website. Therefore, intercultural analysis must be integrated in all planning stages of the website project. Designers need guidance to help customize each website version for a particular culture. Since intercultural theory is increasingly important to e-shops, and general web design, it is necessary to review the current design techniques and methods and to develop new-ones. There is a need to create many versions of the same site, but at the same time to remain on the cost-effective level, perhaps it is possible to make by use of templates, and of specific measures for new versions' creation. As the Internet is still growing and includes more and more countries and society layers, the knowledge of cultural dimensions and its use in e-business strategy is not an option, but essential aspect of success. In order to create a suitable tool for communication and to effectively use the global market potential, it is critically needed to define the target audience and to tailor the website to each target market after cultural impact assessment. Cultural adaptation (localization) has a great potential in improving the quality and efficiency of websites. It can be argued that the interactivity of the website is defined by the degree of cultural adaptation, and that localization makes the positive effects on customer-seller dialogue. Therefore, this article provides an algorithm for website adaptation to the target market, which can help practitioners in the site's localization. The algorithm is based on website quality evaluation model created by French scientists, and the cultural dimensions considering the technical development aspect as well. Website's localization can be influenced by developer's subjective opinion on target culture or dominant stereotype of culture's image, thus, it is expected that a usage of proposed algorithm will minimize subjective impact through its replacing by cultural analysis data.

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Website analysis modules Dimensions	Visibility	Perception	Technology	Content	Services
Power distance	Keywords and logical thinking structure in website description	Strong/weak structure	Importance of security and access barriers	Concentration on the authorities, certificates, information on the hierarchical structure Official information only or possibility to express yourself freely	Level and status of service: official or not, certified service, level of manager which communicate with client
Relations in the society	Keywords and logical thinking structure in website description	Dividing the website structurally by users groups	Possibility to adapt used formats (time, encoding, text size, design) to individual needs	Social roles, segregation of leader, information and motivation oriented for individual or collective Orientation by age groups, social ethics Vision orientation	Readiness to communicate individually (e-mail, chat) or in common (information in instructions), public feedback
Gender impact	Keywords and logical thinking structure in website description	Browsing based on search or on emotions, Attraction by structure or visual aesthetics, Use of graphics	Technology choice – accent on animation and aesthetics or on pragmatic size/speed relation	Separation of gender roles in information providing, attention drawing by challenge or poetry Possibility to opinion exchange	Services oriented on concrete request (short laconic answer) or on cooperation and support (long discussion) Aggressive or smooth marketing
Uncertainty avoidance	Address in local language and with national domain	Website structure tree and visible browsing way, tolerance of external links, use of culturally adapted symbols, logo	Clearly described website sources (code), valid certificate	Use of local metaphors, terminology Choice between content complexity and clearness	Support based on the common concepts, use of FAQ
Time perception	Keywords and logical thinking structure in website description	Structure gives a possibility to quick result or demand patience	Choice to use especial technology to accelerate user choice (banners, flash) or use of calm technology, which doesn't irritate user	Placing and strategy of important information – easy to find and to remark or hided under multilayer structure	Long relationship perspective (loyalty, account)
Technical development level in the country	Keywords and logical thinking structure in website description	Choice of short structure and poor design for less developed localities or multistage hierarchy and richer design for more developed ones	Choice of technology based on target country technological development level	Use of clear human language in instructions (less technical terminology) in less developed countries and possibility to introduce technical parameters and terminology in content for good technical development level countries	Choice of technologies for providing services and payment organization: from simple ways to more technologically strong depending of chosen technology use in target country.