

MK 326
International Marketing
Chapter 4

By Ajarn Suwalya K.

Chapter 4

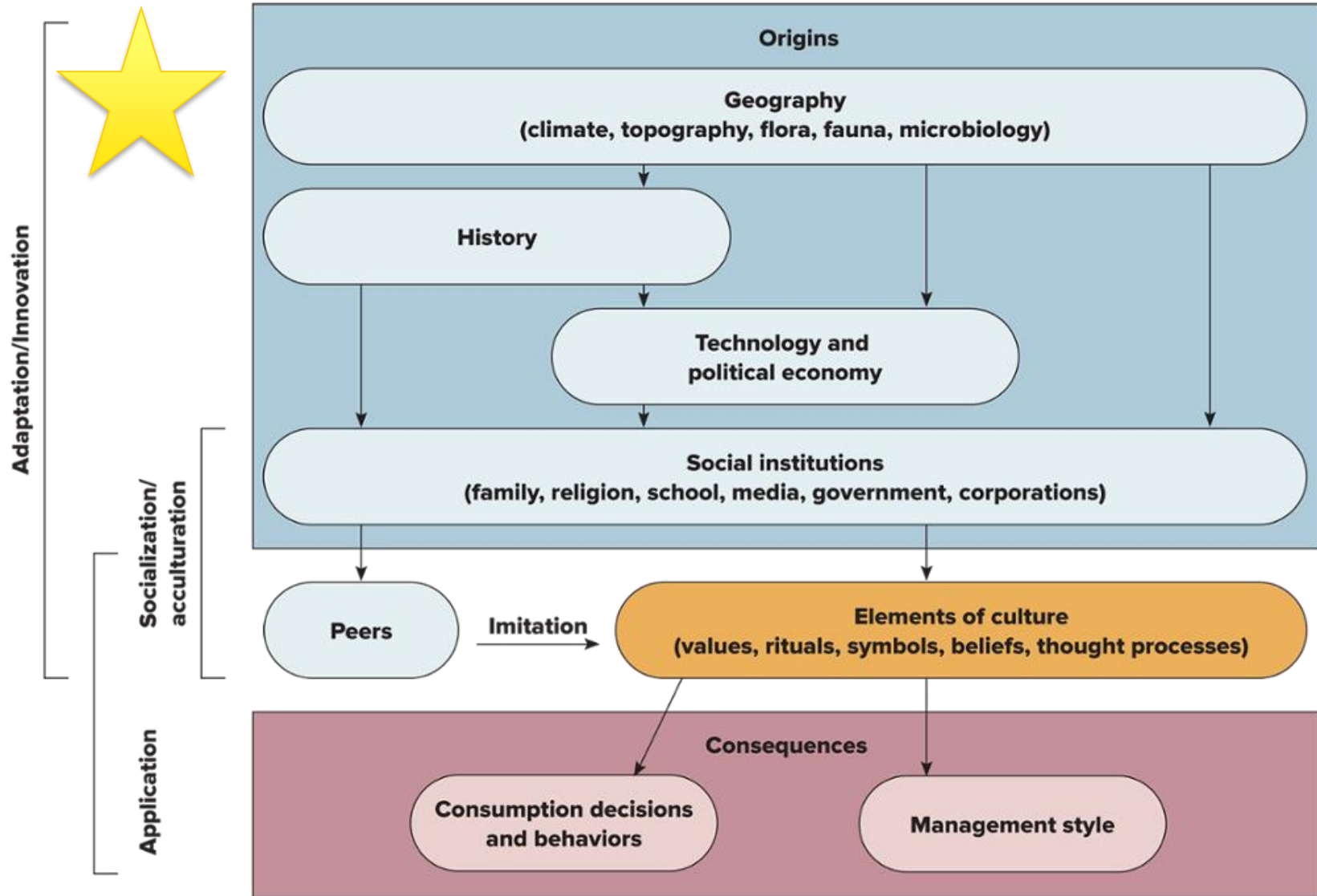
Cultural Dynamics in Assessing Global Markets

International Marketing

18th Edition



Exhibit 4.4 Origins, Elements, and Consequences of Culture



[Jump to long description.](#)

Learning Objectives

- 4-1 The importance of culture to an international marketer
- 4-2 The origins of culture
- 4-3 The elements of culture
- 4-4 The impact of cultural borrowing
- 4-5 The strategy of planned change and its consequences

The Importance of Culture

Culture is

- Behaviors and values, the **seen and unseen**, that are learned, shared, and transmitted by a group of people
- **Relevant to the study** of international marketing
- The human-made part of human environment
 - **Knowledge, beliefs, art, morals, laws, customs, and any other capabilities and habits**



Culture's Pervasive Impact 1 of 3

Culture and Birthrates

- Gradual decline beginning in 1960s for many countries
 - Shift from agricultural to industrial to services economies
 - Government policies or use of birth control technology
 - Global change in values about family size

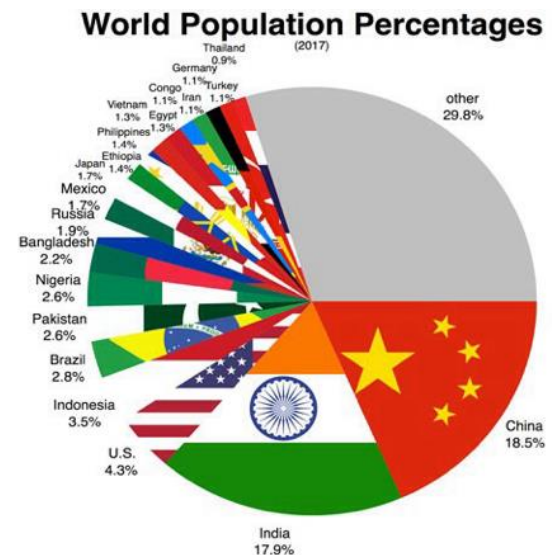
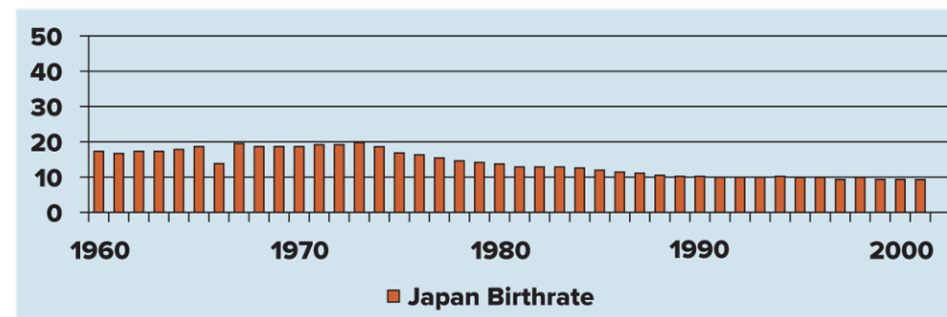
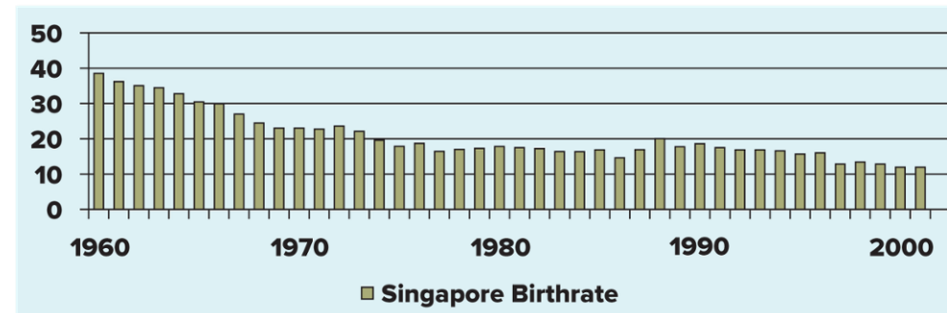
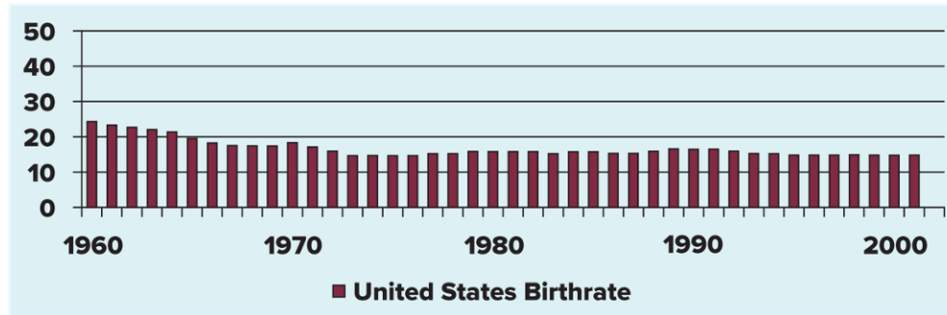


Exhibit 4.1 Birthrates (per 1,000 women)



Culture's Pervasive Impact 2 of 3

Culture and Consumption

- The Dutch are champion consumers of cut flowers
 - Flowers of cultural and economic value through history
- The Germans, British, and Japanese love chocolates
 - Cooler temperatures allow for easier storage
- The Japanese and Spaniards love seafood
 - Being surrounded by water explains preference for seafood
- French and Italians consume the most wine
 - Grapes grow best there; alcohol laws more relaxed

Culture's Pervasive Impact cont

Culture and Consumption

- The **Dutch are champion consumers of cut flowers**
 - Flowers of cultural and economic value through history



Culture's Pervasive Impact cont

Culture and Consumption

- The **Japanese and Spaniards love seafood**
 - Being surrounded by water explains preference for seafood



Culture's Pervasive Impact cont

Culture and Consumption

- French and Italians consume the most wine
 - Grapes grow best there; alcohol laws more relaxed



Culture's Pervasive Impact 3 of 3



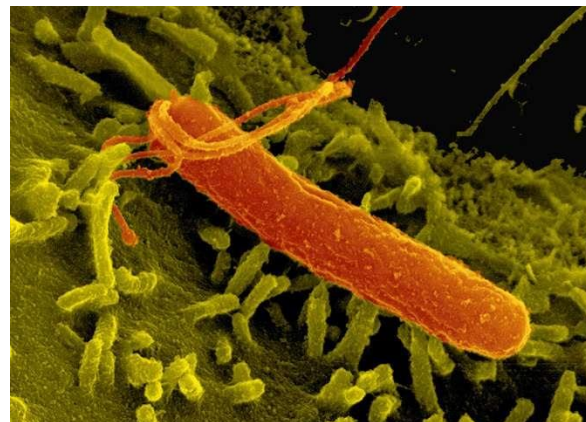
Consequences of Consumption

- Some think consumption of romantic products would lead to higher birthrates
- Germans consume great amount of flowers, candy, and wine
- But, have lowest birthrate among the six European countries

Culture's Pervasive Impact cont

Consequences of Consumption

- **Cardiac issues** in countries that consume higher levels of red meat
- **Diabetes** in countries that consume higher levels of sugar and chocolate
- **Japan shows high incidence of stomach cancer**
 - Perhaps due to salty foods, soy sauce, and *Helicobacter pylori*
 - But, longest life expectancy, maybe because of fish-based diet



Definitions and Origins of Culture 1 of 10

Geert Hofstede: culture is “software of the mind”

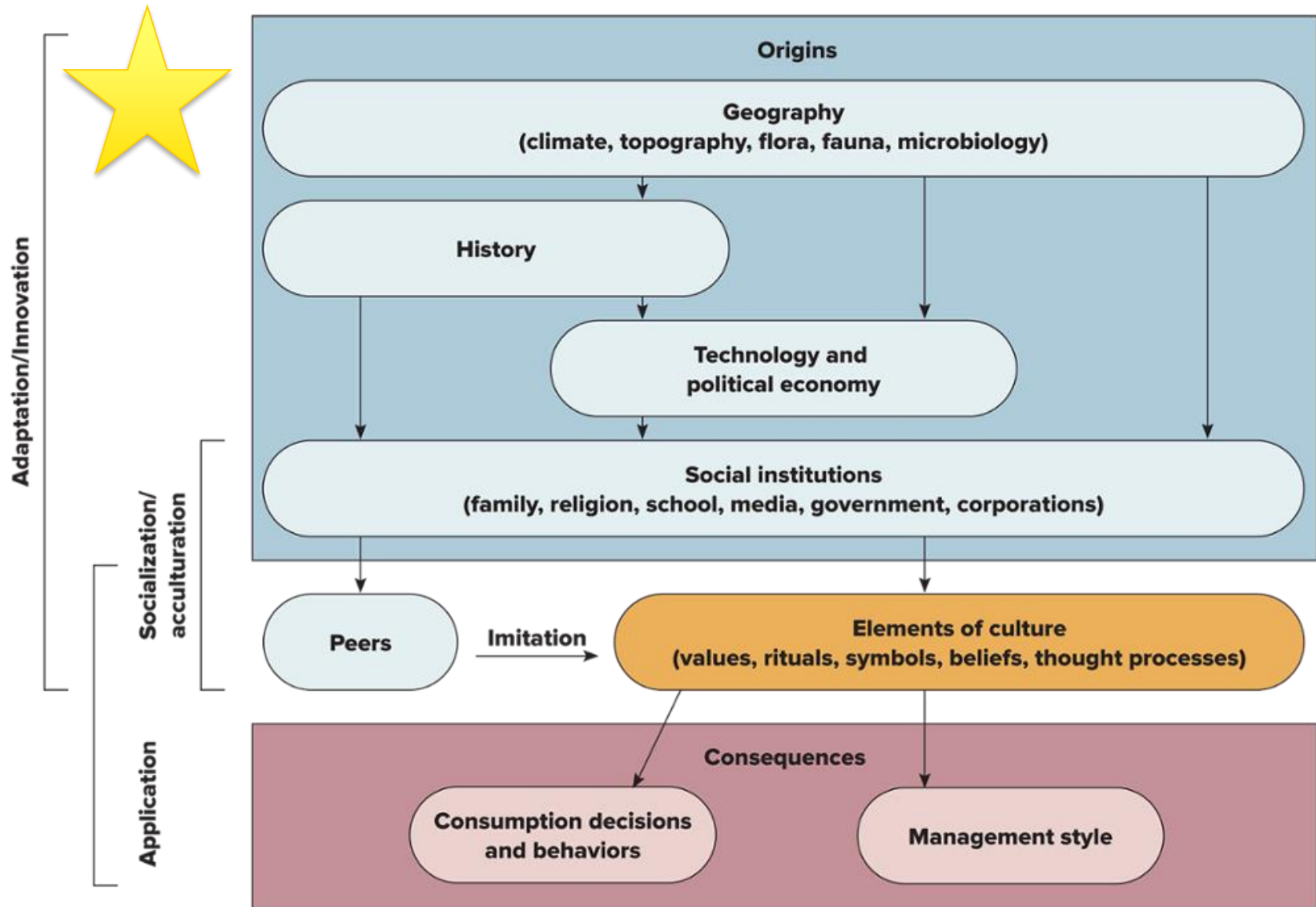
Edward Hall

- Cultural differences are often invisible
- Marketers who ignore them hurt companies and career

Culture

- Sum of values, rituals, symbols, beliefs, and thought processes that are learned and shared by a group of people, then transmitted from generation to generation
- Resides in the individual’s mind
- Large collective of people can be like-minded

Exhibit 4.4 Origins, Elements, and Consequences of Culture



[Jump to long description.](#)

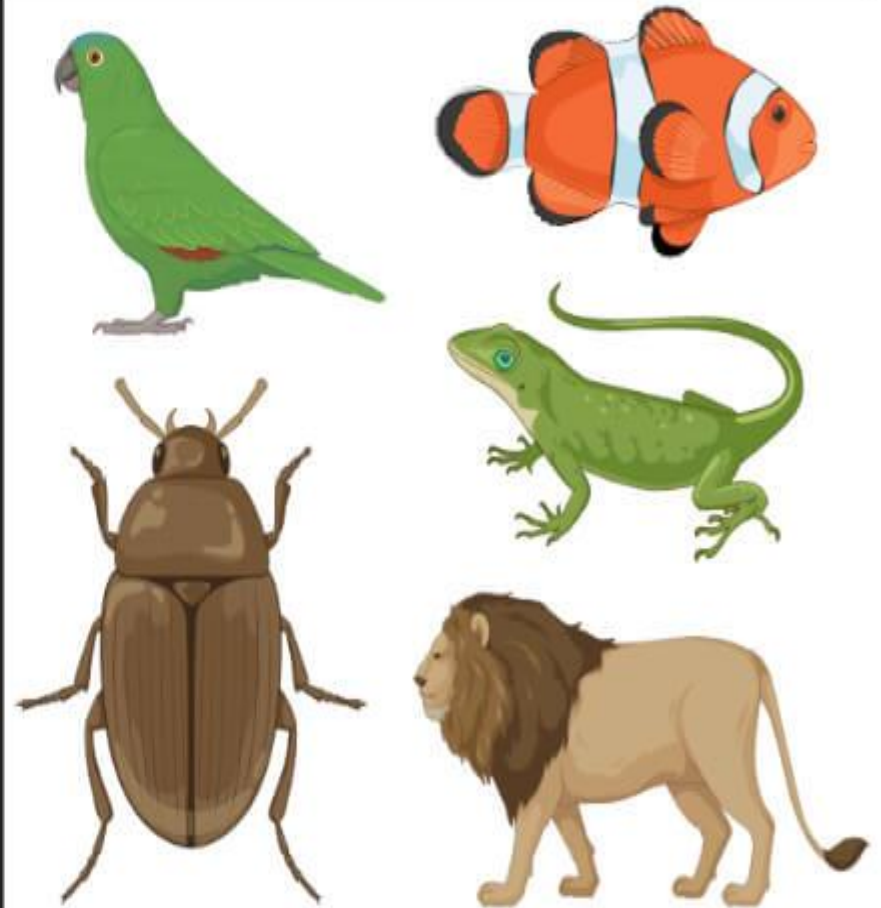
Definitions and Origins of Culture 2 of 10

Geography

- Includes **climate, topography, flora, fauna, microbiology**
- Impacts history, technology, economics, society
 - Professor of Physiology Jared Diamond
 - **Innovations spread fastest East to West than North to South**
 - Professor of Marketing Philip Parker
 - **Geography** has a strong influence on history, economics, and consumer behavior



Differences between Flora and Fauna





National Flower of ASEAN Countries

Moon Orchid



Dok Champa



Sampaguita

Jasmine



Bunga Raya



paduak



Lotus



Ratchaphruek



Rumdul



Simpur



Vanda Miss

Joaquim

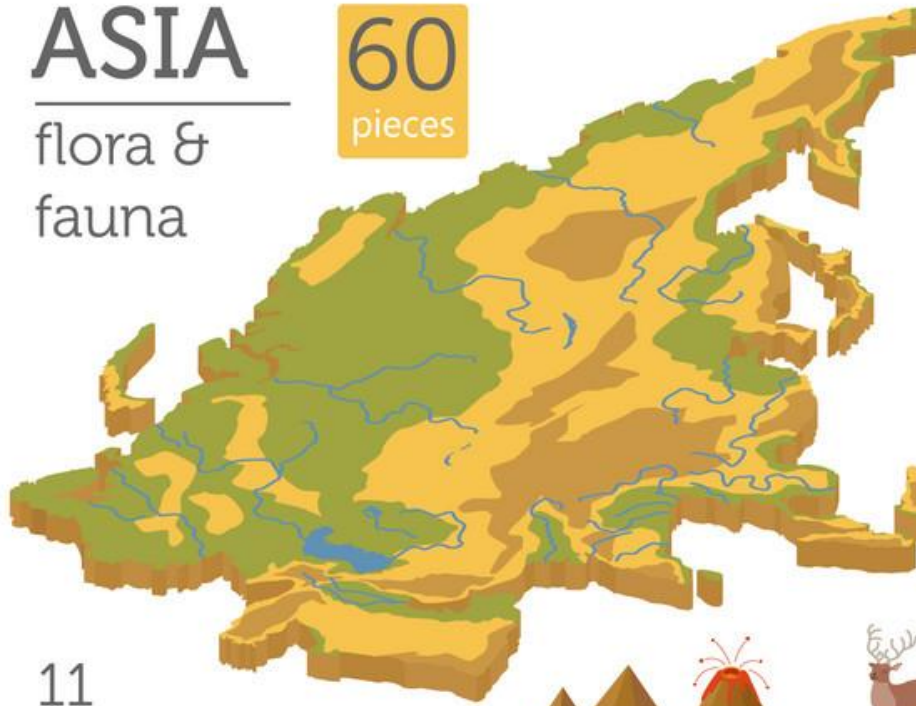


ASIA

flora & fauna

60 pieces

29 ANIMALS



11 MARINE LIFE



12 PLANTS



6 BIRDS



flora & fauna

GEOGRAPHY

EUROPE

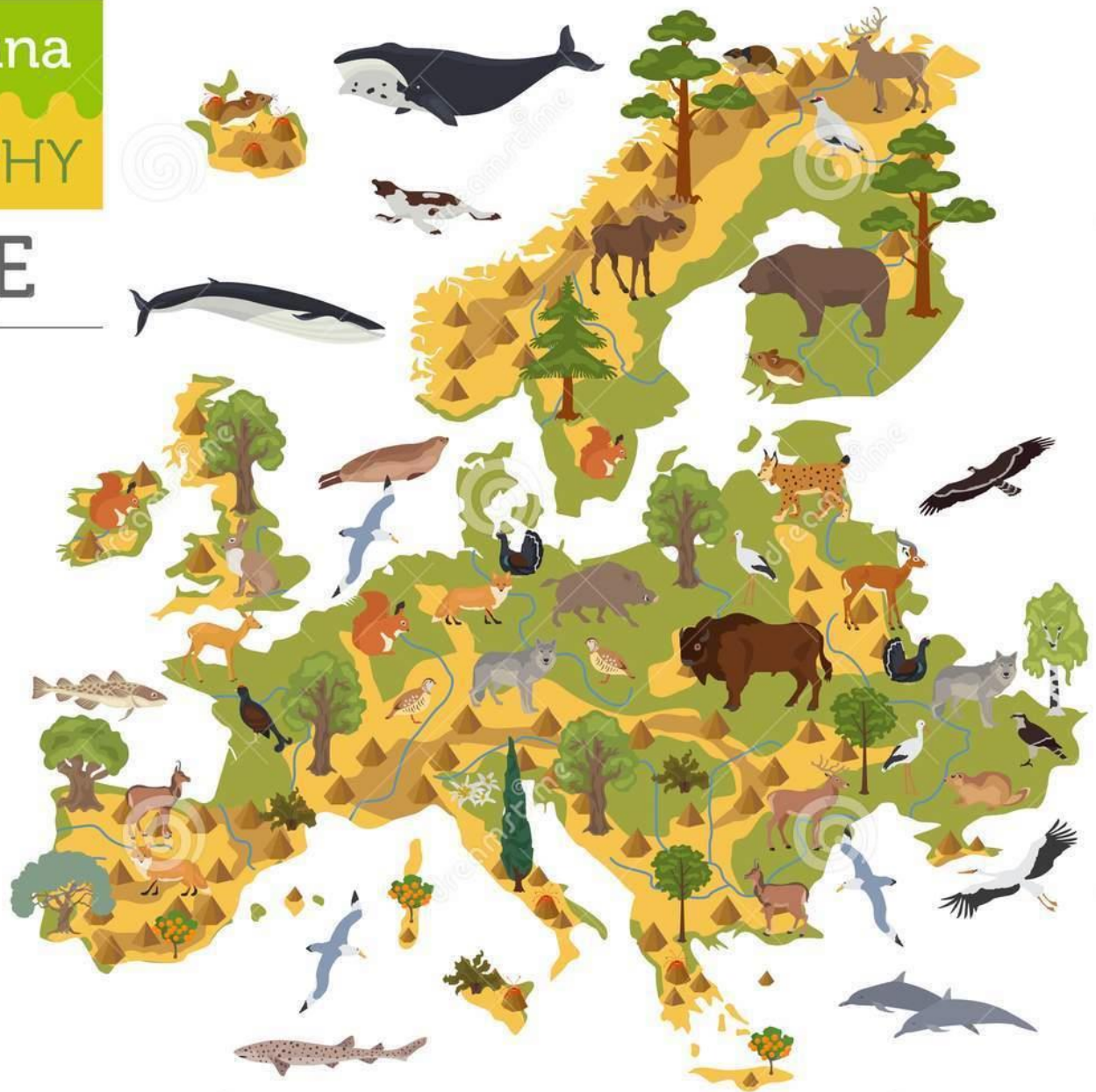
SET 6

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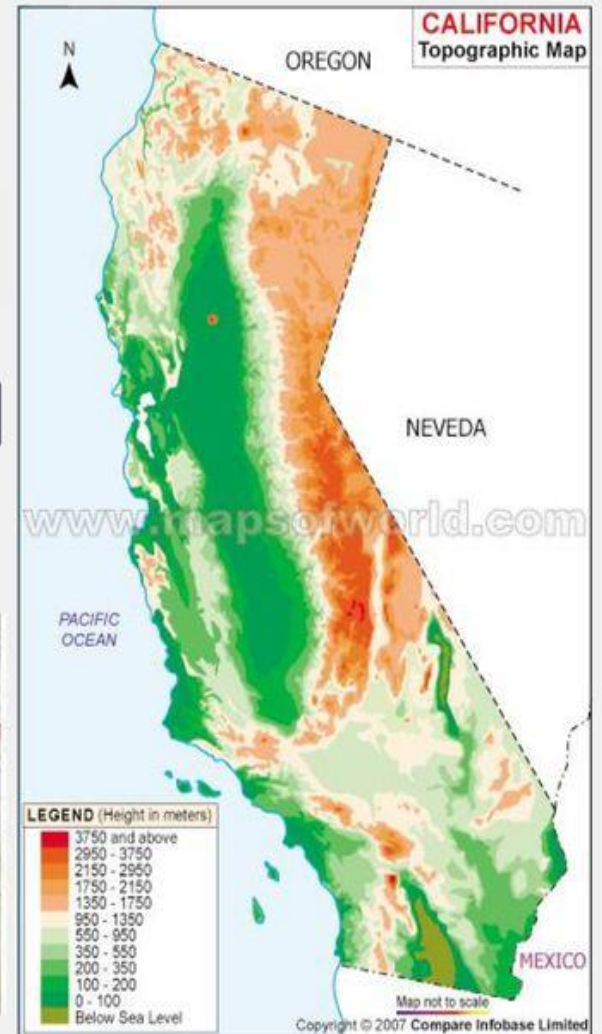
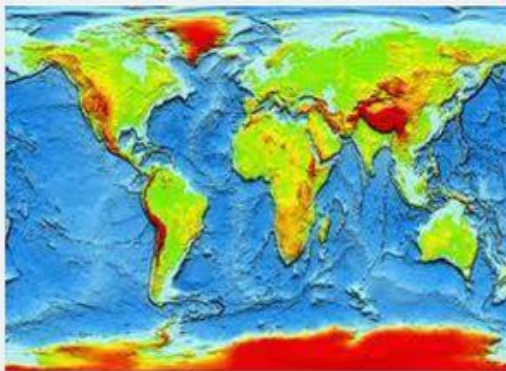
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Topography

- The arrangement of the natural and artificial physical features of an area.



Earth's Land (cont.)

- Valley - an area with higher land around it
- Canyon - a valley with steep walls
- Deltas - area at river's ends
- Dunes - hilly areas in dry places or along sandy coasts
- Island - body of land surrounded by water





















What If Earth's Topography Was Inverted?

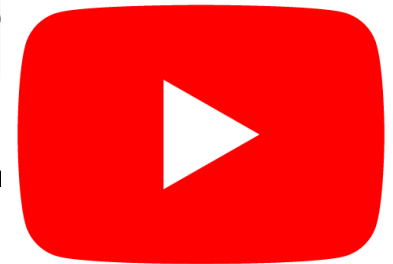


What If · 424K views · 2 years ago



What if Earth's topograph...

1 key moment ▾

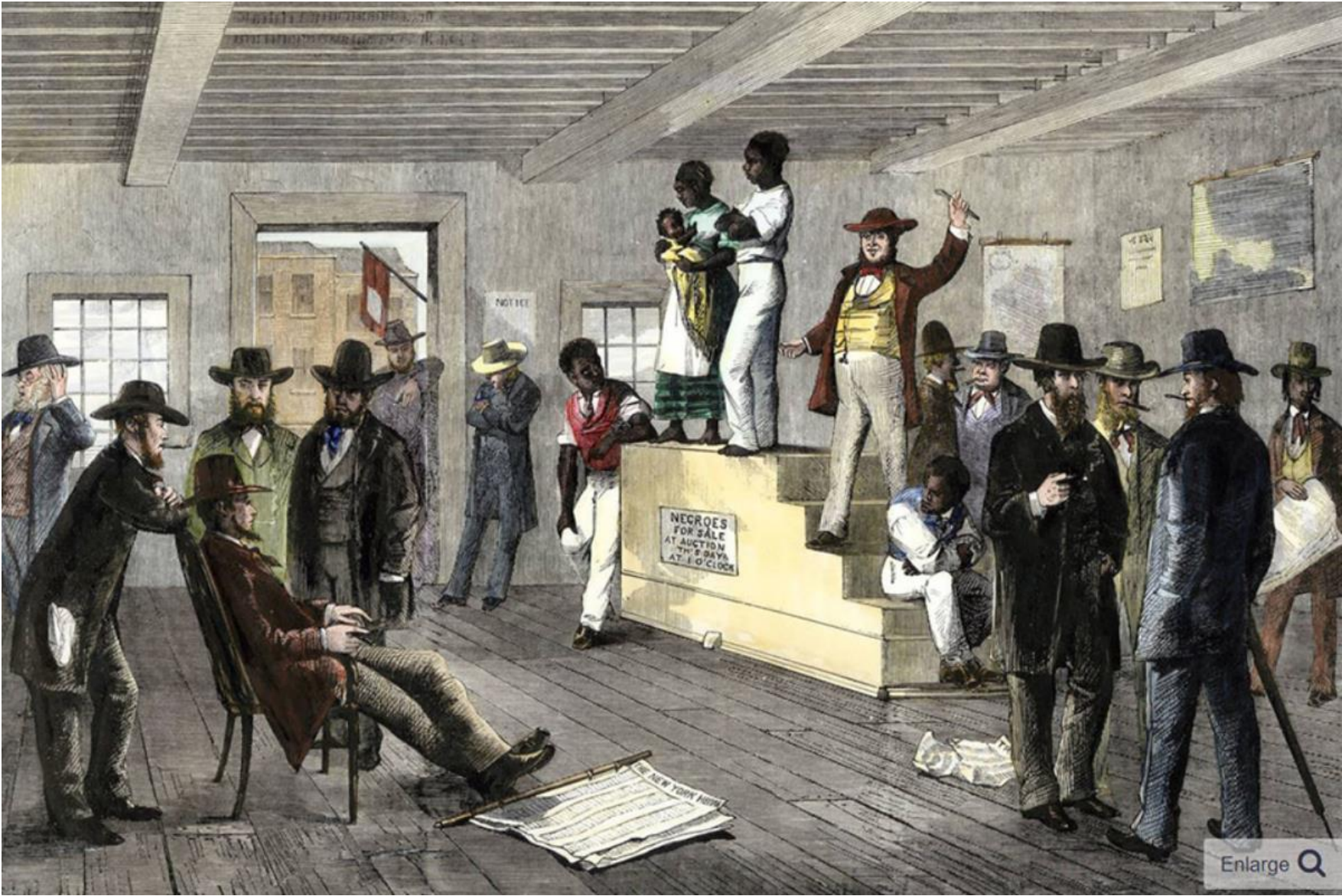



Definitions and Origins of Culture 3 of 10

History

- **Specific historical events have great impact**
- *The Wealth of Nations*, Adam Smith (1776)
 - Impacted the Declaration of Independence, and thereby American's values and institutions
- Ripple effects of World War II
 - Germany's mistrust of propaganda; unusual limitations on marketing practices
 - Post-war baby boom; affects consumption patterns around the world today





Enlarge 





Definitions and Origins of Culture 4 of 10

The Political Economy

- Four approaches to governance competed for world dominance for most of 20th century
 - Colonialism—casualty of WWII
 - Fascism—fell in 1945
 - Communism—crumbled in the 1990s
 - Democracy or Free enterprise

What is Fascism?

A nationalist political ideology.

Single party dictatorship.

Democracy is condemned.

Combination of pro-capitalist and left-wing ideologies.

An enemy or oppressor is created.

The leader has total power – a dictator.

The leader is charismatic.

Dissension is not tolerated.



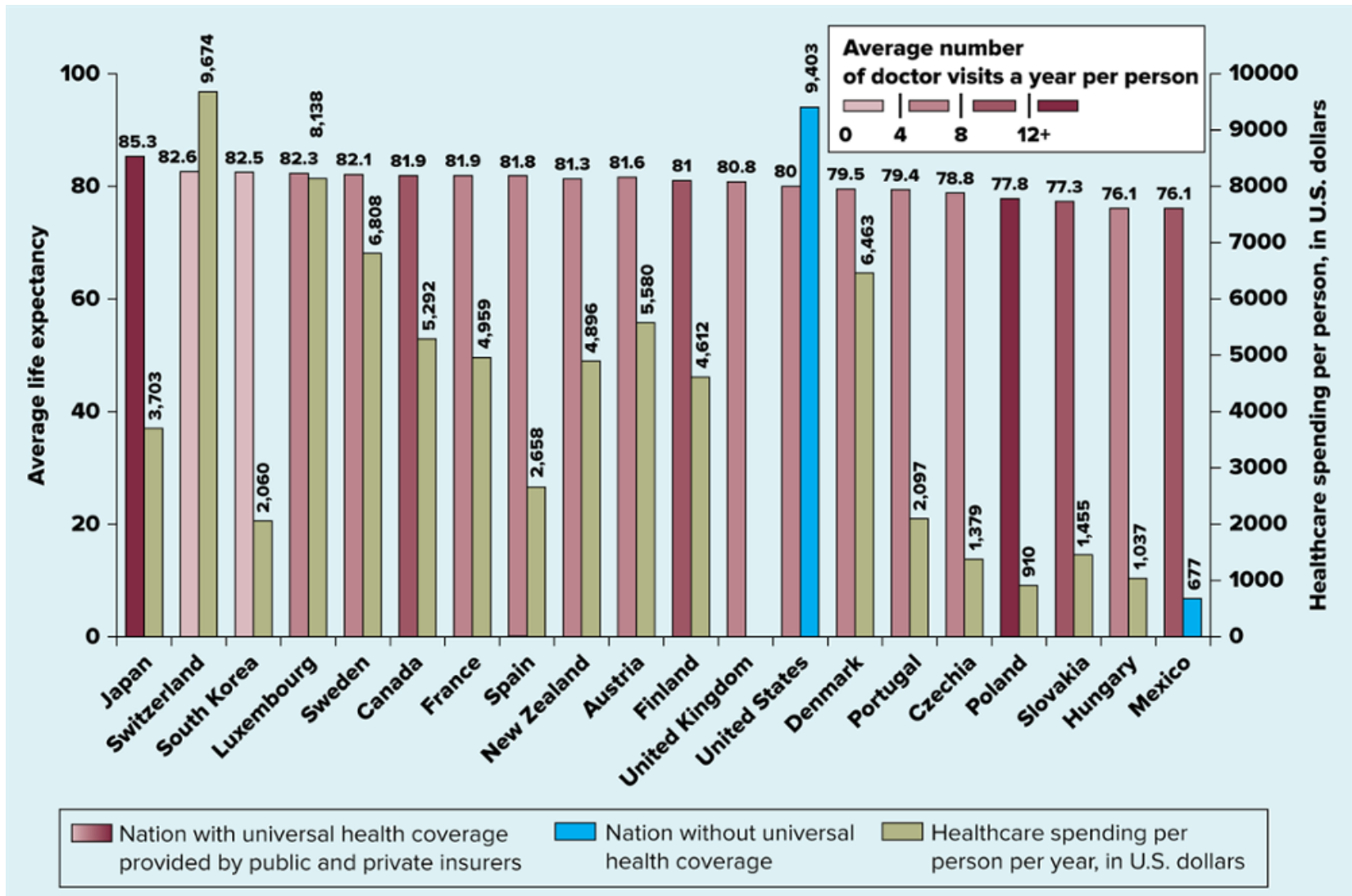
Definitions and Origins of Culture 5 of 10

Technology

- Innovation impacts institutions and cultural values
- The **birth control pill perhaps most impactful**
 - Changed traditional gender roles; more women in careers
 - Smaller families around world
 - Government and schools must address abstinence, condoms
- Technology does not always solve all problems
 - U.S. has best healthcare technology but the highest cost and mixed outcomes



Exhibit 4.5 Comparison of Healthcare Systems



Source: Michelle Andrews, "Health, The Cost of Care," *National Geographic Magazine*, December 2009.
 . Oliver Uberti/National Geographic Stock.

[Jump to long description.](#)

Definitions and Origins of Culture 6 of 10

Social Institutions

- Family, religion, school, the media, government, corporations
- **Impacts cultural interpretations**
 - The positions of men and women in society
 - The role of family
 - Social classes
 - Group behavior
 - Age groups
 - Societal definitions of decency and civility



Definitions and Origins of Culture 7 of 10

Family

- The impact of birth control
- Putting off marriage
- Single parenthood
- What constitutes a family is changing
 - Same-sex marriage
 - Divorce
- Changing ratios of males to females



Definitions and Origins of Culture 8 of 10

Religion

- First social institution infants are exposed to outside the home
- Affects value systems, habits, outlook on life, products bought



Definitions and Origins of Culture 9 of 10

School

- Affects all aspects of culture
 - Literacy rates
 - Performance of education systems is a leading indicator of economic competitiveness



Schools



© Ingram Publishing

In the United States, kids attend school 180 days per year; in China, they attend over 220 days—that's six days a week. There's a great thirst for the written word in China.

These are the world's top medical schools

Based on the QS World University Rankings by Subject, 2021

1. Harvard University, USA
2. University of Oxford, UK
3. Stanford University, USA
4. University of Cambridge, UK
5. Johns Hopkins University, USA
6. Karolinska Institutet, Sweden
7. University of California Los Angeles, USA
8. Yale University, USA
9. University College London, UK
10. Imperial College London, UK











Source: Quacquarelli Symonds

MOST EFFICIENT EDUCATION SYSTEMS

EFFICIENCY
SCORES

PISA RANK
(2012 Maths)

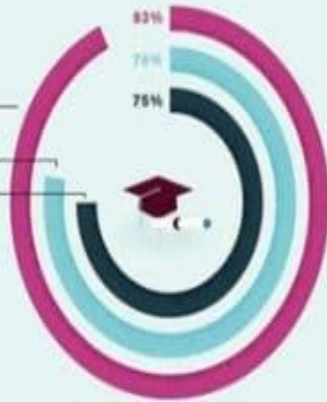
Source: GEMS Education Solutions

1	FINLAND		87,8	5
2	KOREA		86,7	1
3	CZECH REPUBLIC		84,4	14
4	HUNGARY		84,1	24
5	JAPAN		83,9	2
6	NEW ZEALAND		83,3	12
7	SLOVENIA		83,3	10
8	AUSTRALIA		81,2	9
9	SWEDEN		80,6	23
10	ICELAND		79,4	17

Finland's school system accomplishes some impressive feats:

THEIR HIGH SCHOOL GRADUATION RATE IS AT 93%.

COMPARED TO 78% IN CANADA, AND 75% IN THE US.



ABOUT 2 IN 3 STUDENTS IN FINLAND WILL GO ON TO COLLEGE.

That's the highest rate in all of Europe.



Finland's schools are publicly funded. ... Every school has the same national goals and draws from the same pool of university-trained educators. The result is that **a Finnish child has a good shot at getting the same quality education** no matter whether he or she lives in a rural village or a university town.



Why Finland's schools outperform most others across the developed world | 7.30

ABC News (Australia) · 4.2M views · 2 years ago

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Definitions and Origins of Culture 9 of 10

The Media

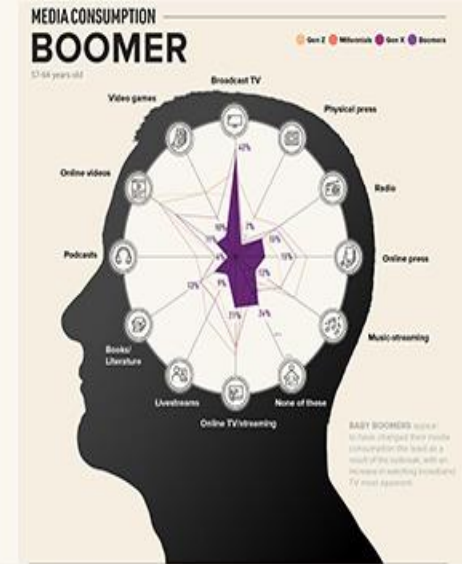
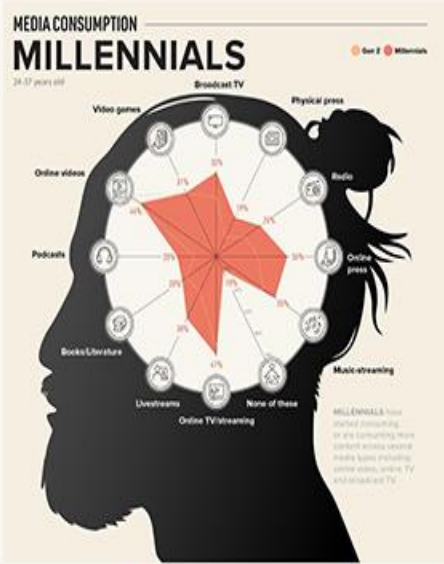
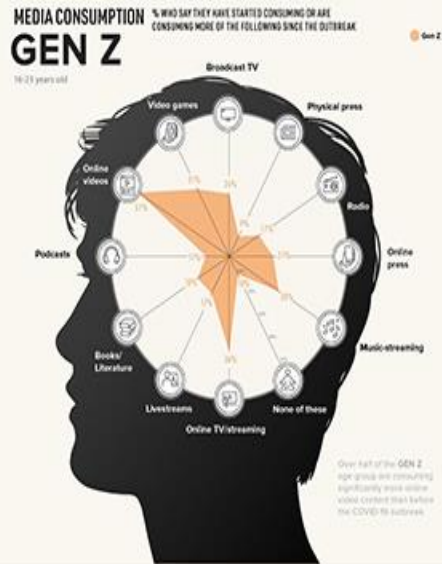
- Media time has replaced family time





MEDIA CONSUMPTION

IN THE AGE OF COVID-19

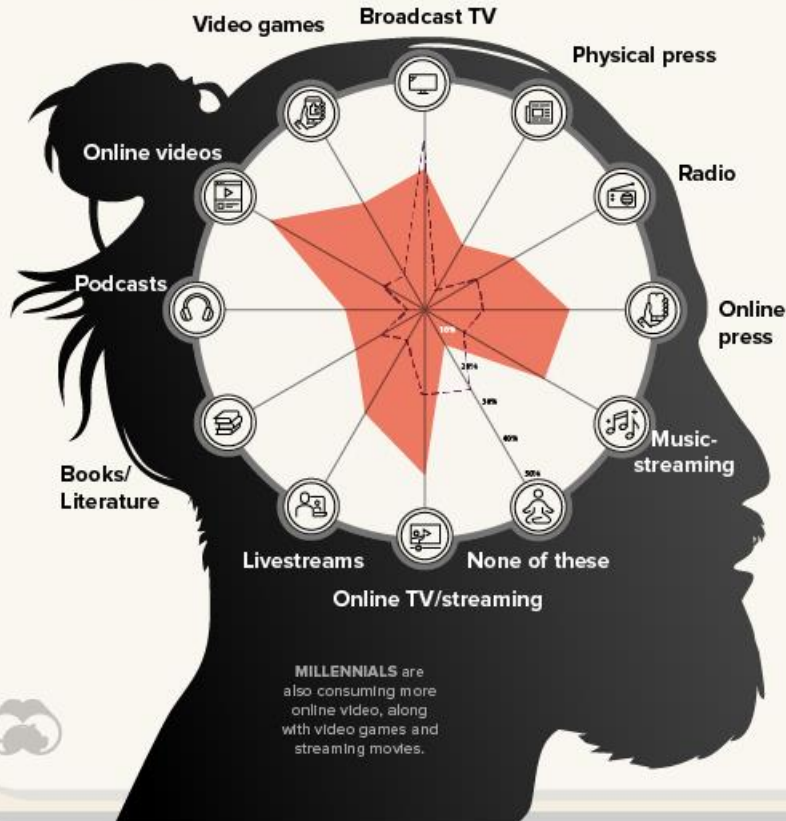


พฤติกรรมกาารเสพสื่อที่เปลี่ยนไปของทุก GEN ในช่วงโควิด19

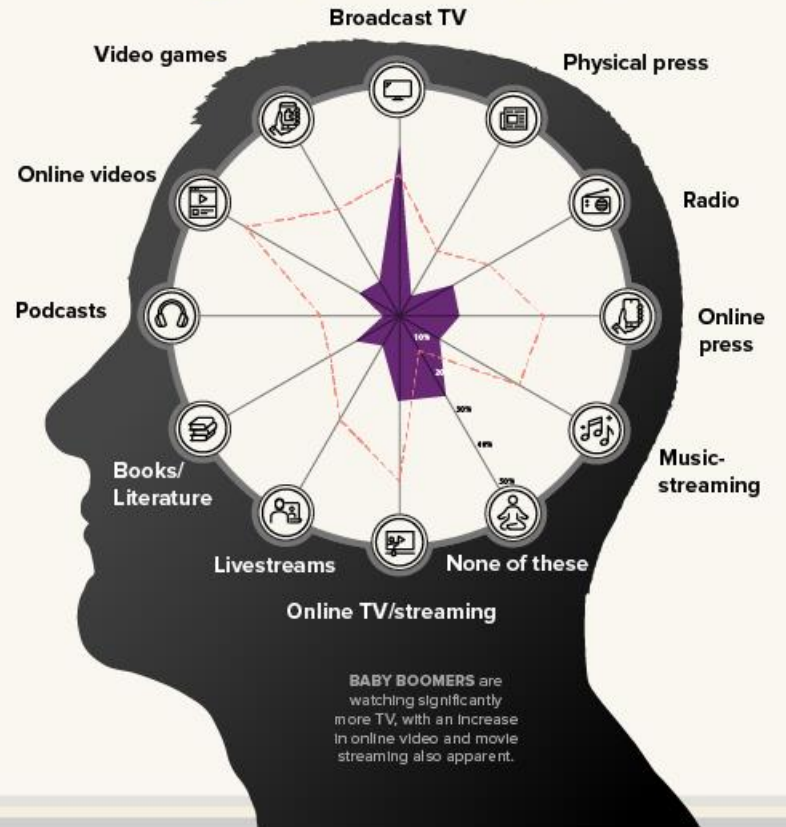
Source: [สื่อ Media Consumption Behavior ที่เปลี่ยนไปในช่วง COVID-19 - Bizpromptinfo](#)

INCREASE IN MEDIA CONSUMPTION, %

MILLENNIALS



BOOMERS





MEDIA CONSUMPTION

IN THE AGE OF COVID-19

MEDIA CONSUMPTION IN THE AGE OF COVID-19

Due to the frenzy of pandemic-induced quarantines, media consumption has seen a massive increase. But what exactly are people doing, and how are they staying informed?

GLOBAL WEB INDEX

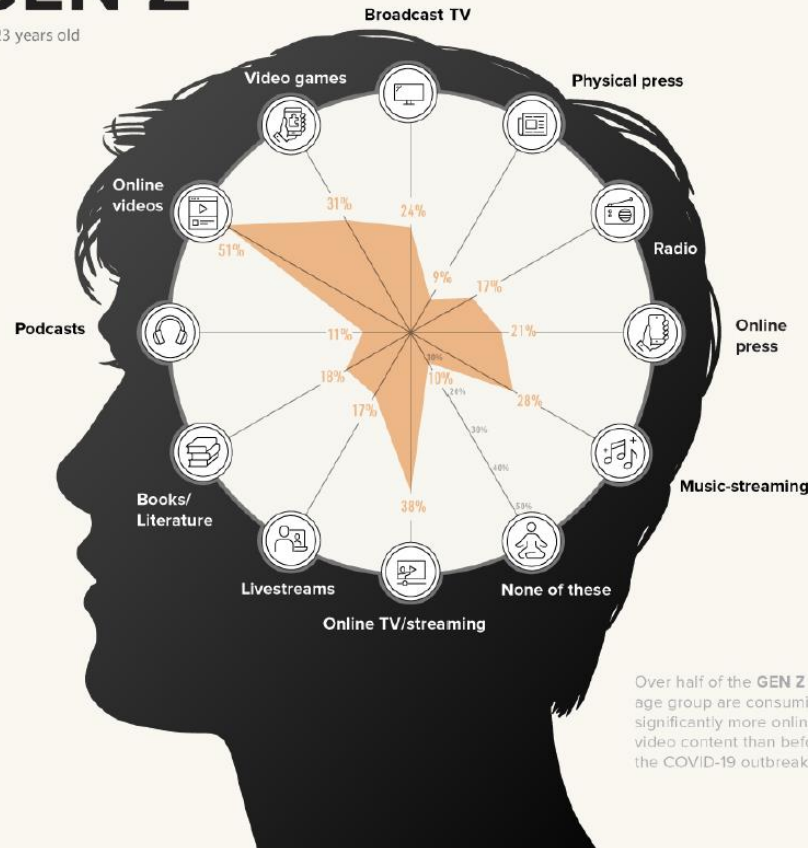
surveyed almost 4,000 internet users between the ages of 16-64 across the U.S. and the UK to find out how the COVID-19 outbreak has changed their media consumption.

MEDIA CONSUMPTION GEN Z

% WHO SAY THEY HAVE STARTED CONSUMING OR ARE CONSUMING MORE OF THE FOLLOWING SINCE THE OUTBREAK

16-23 years old

● Gen Z



Over half of the GEN Z age group are consuming significantly more online video content than before the COVID-19 outbreak.

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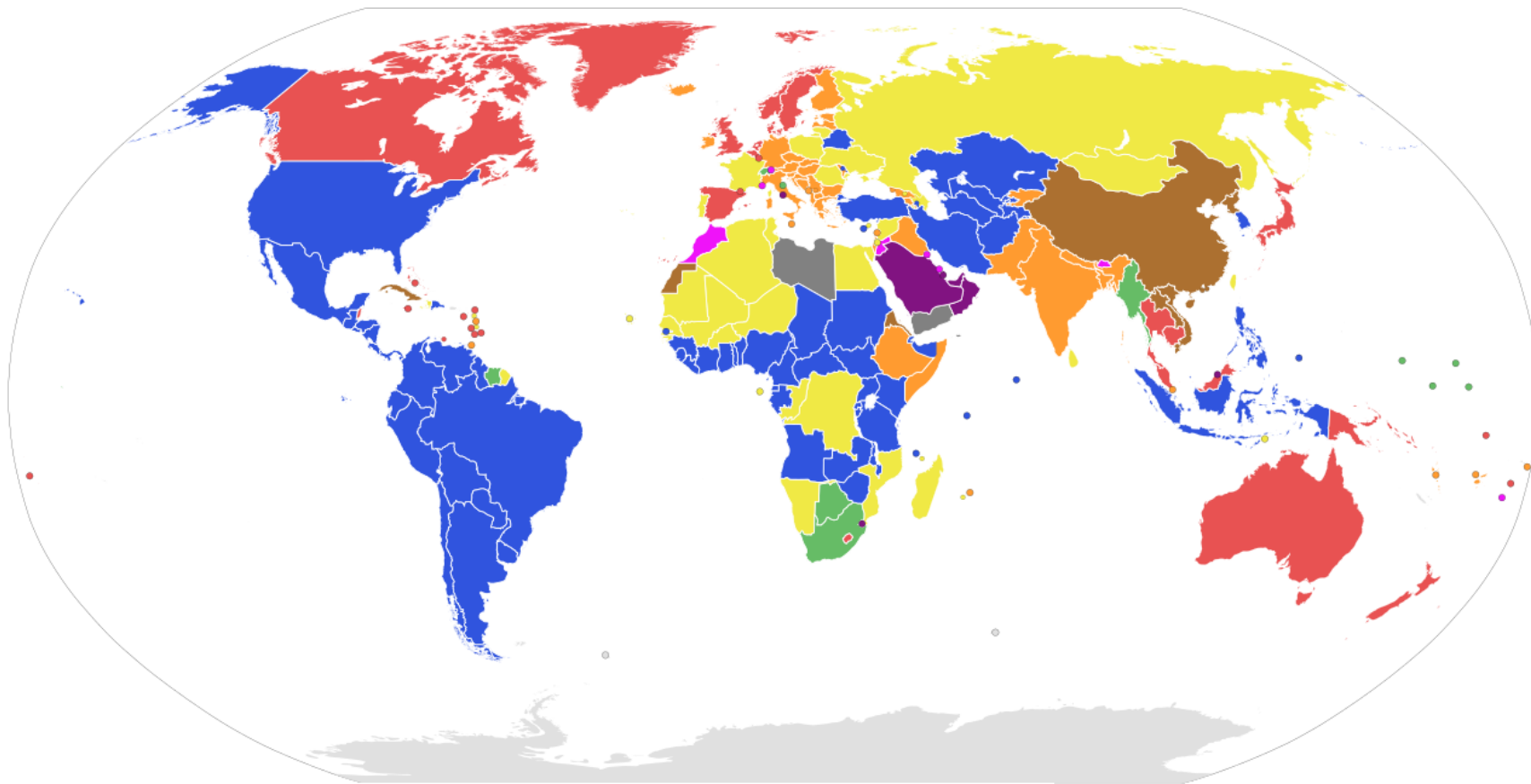
Government

- Less influential
- Governments try to influence the thinking and behavior of adults
- Use of propaganda, laws to influence

Corporations

- Diffusion of innovation





- **Presidential republic:** Head of state is executive; presidency is independent of legislature; ministry is independent of legislature
- **Semi-presidential republic:** Head of state is executive; presidency is independent of legislature; ministry is subject to parliamentary confidence
- **Republic with an executive presidency nominated by or elected by the legislature:** President is both head of state and government; ministry, including the president, may or may not be subject to parliamentary confidence
- **Parliamentary republic with a ceremonial presidency:** Head of state is ceremonial; ministry is subject to parliamentary confidence
- **Constitutional monarchy:** Head of state is executive; Monarch personally exercises power in concert with other institutions
- **Constitutional parliamentary monarchy:** Head of state is ceremonial; ministry is subject to parliamentary confidence
- **Absolute monarchy:** Head of state is executive; all authority vested in absolute monarch
- **One-party state:** Head of state is executive; power constitutionally linked to a single political movement
- **No constitutionally defined basis to current regime**

Note: this chart represent *de jure* systems of government, not the *de facto* degree of democracy. Several states that are constitutional republics are in practice ruled as authoritarian states.

Types of Government

- Later democracies
 - Various countries developed their own national assemblies
 - England – land owners elected representatives to the House of Commons, one of two chambers of Parliament
 - United States of America – each colony had its own colonial legislature; following independence in 1776, representatives are elected to Congress, either in the House of Representatives or the Senate
 - Latin America – after achieving independence from European powers in the late 19th century, several countries became democracies
 - Europe – many countries became democracies following World War I
 - Asia – many countries became democracies following World War II
 - Africa – in 1957, Ghana became the first sub-Saharan African country to become a democracy



to become a democracy.

• Africa – in 1957, Ghana became the first sub-Saharan African country

• Asia – many countries became democracies following World War II

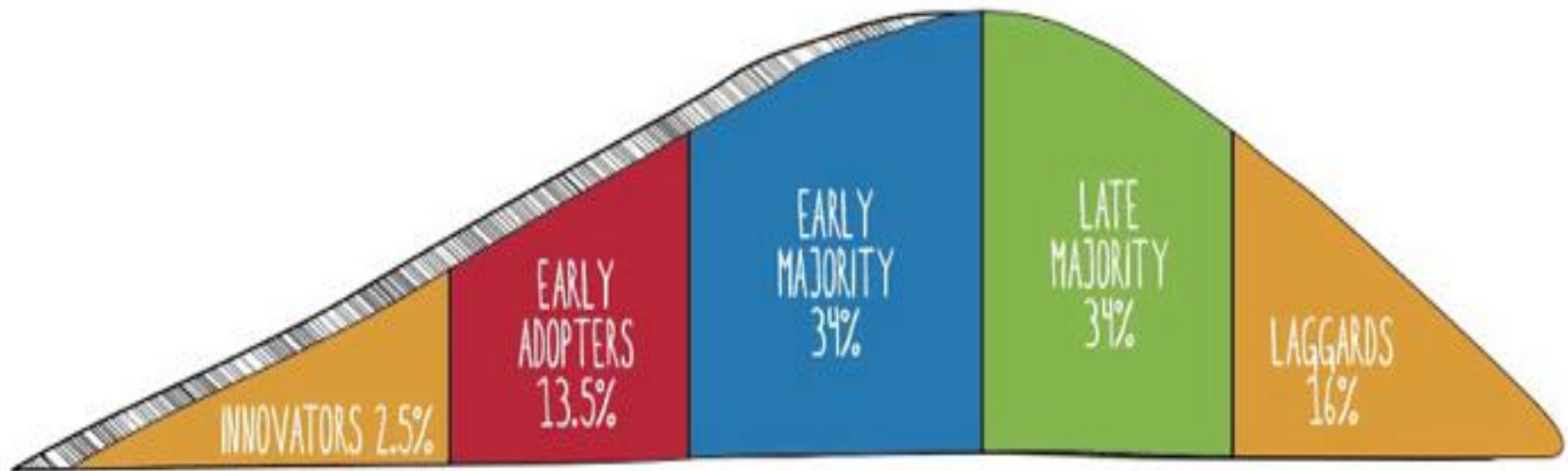


Definitions and Origins of Culture

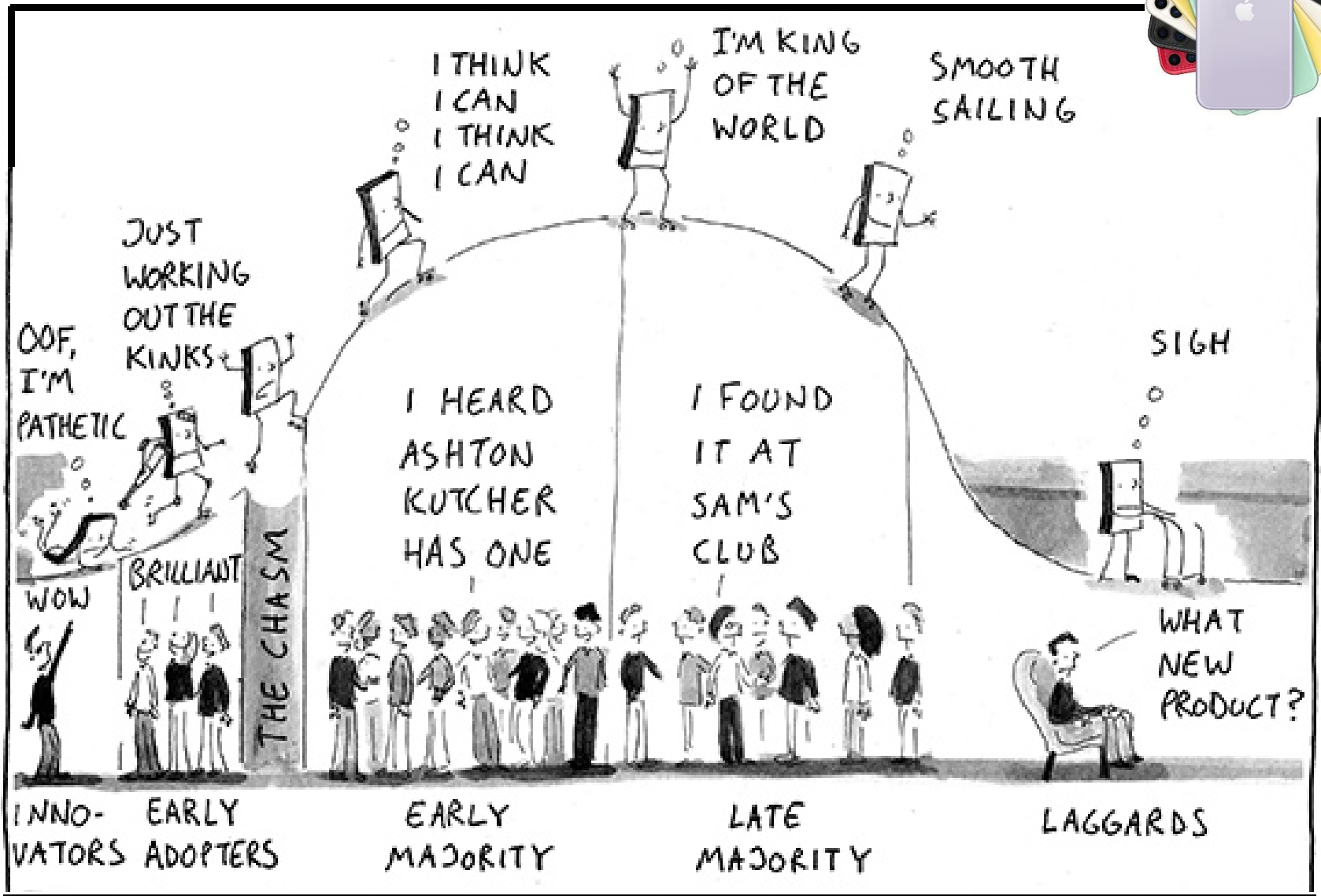


Diffusion of Innovation by Corporations

DIFFUSION OF INNOVATION MODEL



ESSENTIAL MARKETING MODELS [HTTP://BIT.LY/SMARTMODELS](http://bit.ly/smartmodels)



Elements of Culture 1 of 8

Five elements

- Values
- Rituals
- Symbols
- Beliefs
- Thought processes



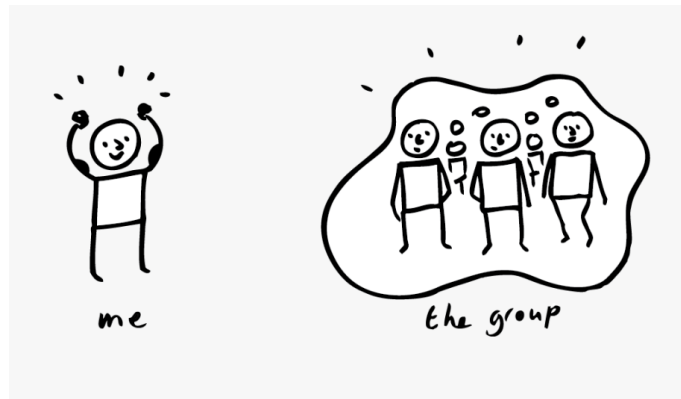
Impact product design, distribution, and promotion in international markets

Elements of Culture 2 of 8

Cultural Values

- **Hofstede's four dimensions**

- Individualism/Collective Index (IDV); focus on self-orientation
- Power Distance Index (PDI); focus on authority orientation
- Uncertainty Avoidance Index (UAI); focus on risk orientation
- Masculinity/Femininity Index (MAS); focus on assertiveness and achievement



Hofstede's Cultural Dimensions

6



Power Distance Index (PDI)

High: Acceptance of a hierarchical order in which everybody has a place and which needs no further justification.

Low: People strive to equalize the distribution of power and demand justification for inequalities of power.

PDI

Individualism versus Collectivism (IDV)

Individualism: As a preference for a loosely-knit social framework

Collectivism: Tightly-knit framework in society.

IDV

Masculinity versus Femininity (MAS)

Masculinity: Preference in society for achievement, heroism, assertiveness and material rewards for success.

Femininity: Stands for a preference for cooperation, modesty, caring for the weak and quality of life.

MAS

Uncertainty Avoidance Index (UAI)

High: Maintains rigid codes of belief and behavior and are intolerant of unorthodox behavior and ideas.

Low: Societies maintain a more relaxed attitude in which practice counts more than principles.

UAI

Long Term Orientation versus Short Term Normative Orientation (LTO)

High: Pragmatic approach, they encourage thrift and efforts in modern education as a way to prepare for the future.

Low: Societies prefer to maintain time-honored traditions and norms while viewing societal change with suspicion.

LTO

Indulgence versus Restraint (IND)

Indulgence: Societies that allow relatively free gratification of basic and natural human drives related to enjoying life and having fun.

Restraint: Societies that suppress gratification of needs and regulates it by means of strict social norms.

IND

Figure 3.1 Power Distance Versus Individualism

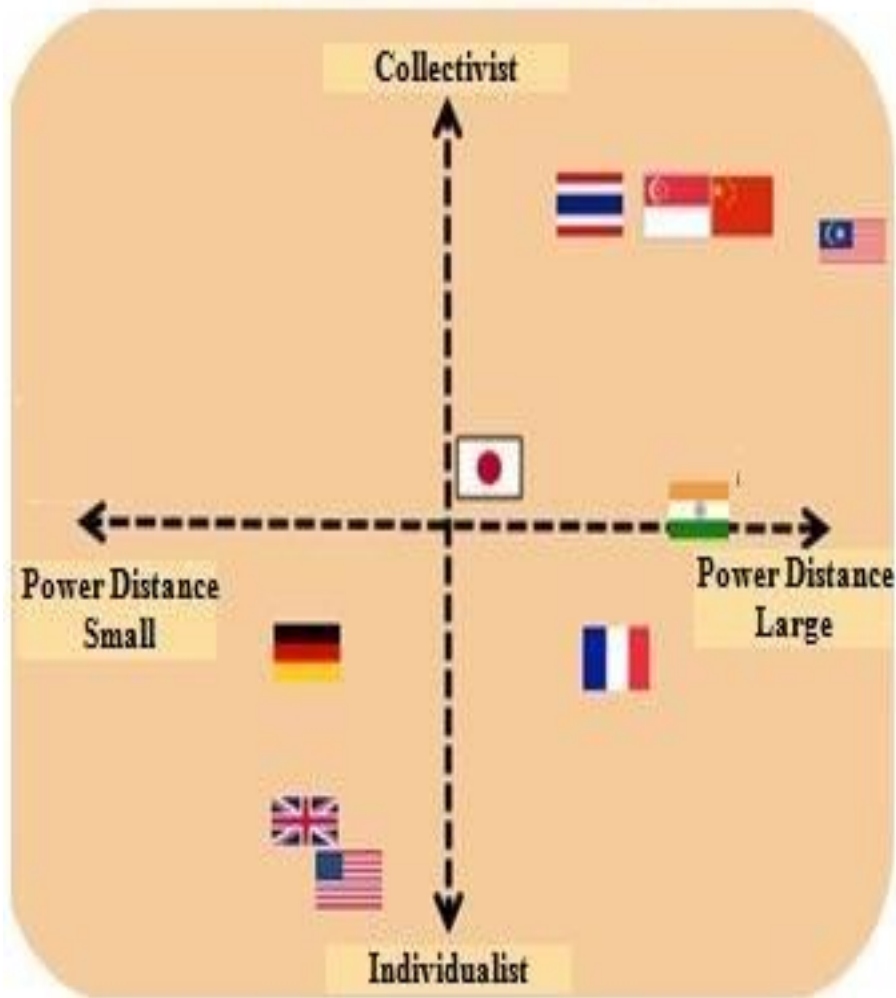
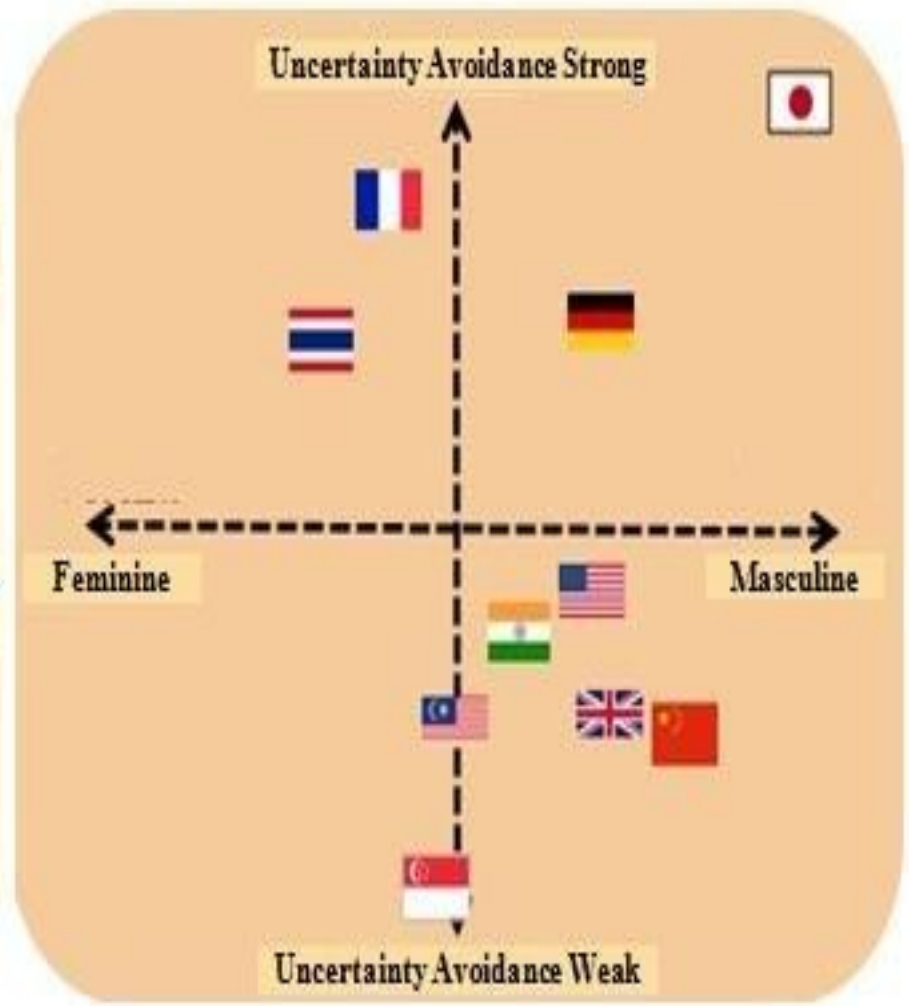


Figure 5.1 Masculinity Versus Uncertainty Avoidance



Cultures and Organizations, Software of the Mind (Geert Hofstede 2004)

Review Hofstede's country ranking for Masculinity / Femininity.

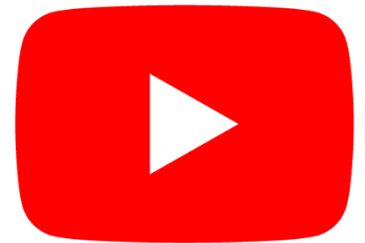
Traits of Masculinity / Femininity

	High Masculine	Low Masculine (Feminine)
social norms	ego oriented	relationship oriented
	money and things are important	quality of life and people are important
	live in order to work	work in order to live
politics and economics	economic growth high priority	environment protection high priority
	conflict solved through force	conflict solved through negotiation
religion	most important in life	less important in life
	only men can be priests	both men and women as priests
work	larger gender wage gap	smaller gender wage gap
	fewer women in management	more women in management
	preference for higher pay	preference for fewer working hours
family and school	traditional family structure	flexible family structure
	girls cry, boys don't; boys fight, girls don't	both boys and girls cry; neither fight
	failing is a disaster	failing a minor accident



Hofstede - Cultural Dimensions

Giulia Belloni · 80K views · 5 years ago



Elements of Culture 3 of 8

Cultural Values and Consumer Behavior

- *Can help predict consumer behavior patterns*
 - Consumption of luxury goods
 - Consuming with immediate versus long-term goals in mind
 - Word-of-mouth communications
 - Impulsive buying
 - The propensity to complain
 - Influence of perceptions of product creativity



Elements of Culture 4 of 8

Rituals

- Patterns of behavior and interaction that are learned and repeated
 - Associated with major life events: marriage, funerals, graduation
 - Also smaller rituals: dinner at restaurant, grooming, visit to store
- Important function of culture
 - Coordinate everyday interactions and special occasions
 - Let people know what to expect



Religious Rituals



© AHMAD FAIZAL YAHYA/Shutterstock

Every Muslim is enjoined to make the hajj, or pilgrimage, to Mecca, once in his or her lifetime if physically able. Here, some 2 million faithful come from all over the world annually to participate in what is one of the largest ritual meetings on Earth.

Elements of Culture 5 of 8

Symbols

- Anthropologist Edward T. Hall: culture is communication
 - Includes ability to accurately interpret symbols
- Language itself thought of as important social institution
 - **Linguistic distance, bilingualism, biculturalism**
- Aesthetics considered symbols
 - Art, folklore, music, drama, dance, dress, cosmetics



Linguistic distance determines differences in values across countries and the amount of trade between countries and demonstrates a direct influence of language on cultural values, expectations, and even conceptions of time.

Bilingualism: Customers process advertisements differently if heard in their native versus second language.

Biculturalism: Customers can switch identities and perception frames.





Dia de los Muertos

On this holiday, Mexicans **remember and honor their deceased loved ones**. ... Mexicans visit cemeteries, decorate the graves and spend time there, in the presence of their deceased friends and family members. They also make elaborately decorated altars (called ofrendas) in their homes to welcome the spirits.

Elements of Culture 6 of 8

Beliefs

- Mainly stem from religious training, varies by culture
- Relationship between superstition and religion unclear
 - Western aversion to the number 13
 - Japanese concern about the Year of the Fire Horse
 - The Chinese practice of Feng Shui
- Important part of cultural fabric of a society
- Influence all manners of behavior



Religion and Business



© Maxim Marmur/AP Images

Russian Orthodox priests prepare to bless an assembly line at a Niva sport-utility plant near Moscow, part of a joint venture between General Motors and AvtoVaz. The Niva is the best-selling SUV in Russia, making a profit for GM.

Superstitions across the Globe

SOUTH AMERICA

WEAR LUCKY (YELLOW) UNDERPANTS



To ensure a prosperous New Year, make sure you're wearing yellow underpants on December 31st.



ADD SUGAR FIRST



To encourage prosperity make sure you put sugar in your cup before pouring in coffee when in Brazil.



DON'T SPEAK OF HE WHO MUST NOT BE NAMED



Former president Carlos Menem was considered such a disaster for Argentina that even speaking his name is said to bring a curse upon yourself.



ACROSS CULTURES

BREAKING MIRRORS - 7 YEARS BADLUCK



In ancient Greece looking into mirrors could help predict the future - a cracked mirror could ruin your future. 7 years comes from the Romans who believed people have 7 year cycles of health and sickness.

KNOCKING ON WOOD



German pagans believed trees were the homes of dryads (tree spirits) which could distract evil spirits. Since Christian times touching wood has had the added association of the wood of the cross.

WEARING SOMETHING BLUE



Brides wear something old, new, borrowed and blue on their big day. The blue part began in ancient Israel when brides would wear a blue ribbon to symbolise the promise of fidelity and consistency.

DON'T OPEN UMBRELLAS INDOORS



Waterproof umbrellas with metal spokes became popular in 18th century London, but because of their size opening them indoors could cause injuries or breakages, making it something to be avoided.

THE SCOTTISH PLAY



There are many legends surrounding why saying 'Macbeth' is bad luck in the theatre - one suggests that witches cursed the play for eternity for releasing their secrets.

CLAIM THE WISHBONE



The ancient Etruscans believed chickens could act as oracles. Even after a chicken was killed, the bone was thought to have power, and wishes would be made on it.

Superstitions across the Globe

The **maneki-neko** (招き猫, lit. 'beckoning cat') is a common Japanese figurine which is often believed to bring good luck to the owner. ... The figurine depicts a cat, traditionally a calico Japanese Bobtail, with a paw raised in a Japanese beckoning gesture.



Elements of Culture 7 of 8

Thought Processes

- Ways of thinking vary across cultures
 - Impact snap judgments more than long deliberations
 - Deeply impact sensory perceptions, particularly aromas
 - *The Geography of Thought*, Richard Nisbett
 - Compares Eastern and Western ways of thinking
 - Confucius's worthy picture indicative of perception differences

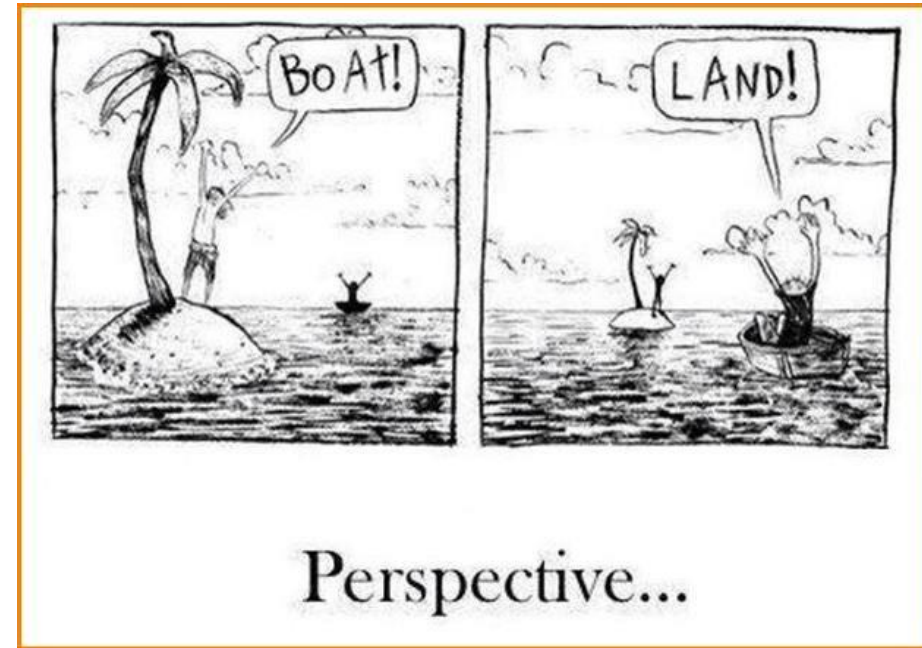


CONFUCIANISM ATTEMPTS TO RESTORE ORDER IN CHINA

- Who was Confucius?
 - Real name: Kung Fu Tzu (551-479 BCE)
 - A scholar who started a new ethical system (a belief of right and wrong)
- Wrote "the Analects"
- The main idea of Confucianism:
 - Achieve stability through moral honor and well-ordered relationships



- A good metaphor for his views involves going back to Confucius's worthy picture.
- **Asians** tend to see the whole picture and can report details about the background and foreground.
- **Westerners** alternatively focus on the foreground and can provide great detail about central figures but see relatively little in the background.
- **This difference in perception**—focus versus big picture—is associated with a wide variety of differences in values, preferences, and expectations about future events.



Elements of Culture 8 of 8

Cultural Sensitivity and Tolerance

- Starting point for successful foreign marketing
 - Being attuned to nuances of a culture
 - Viewing it objectively, evaluating and appreciating it
 - Reduces conflict, improves communication, makes collaborative relationships successful
- Must be carefully cultivated
 - Understand how own culture impacts view of other cultures
 - Just because a culture is different doesn't mean it's wrong

Cultural Change 1 of 5

The Paradox of Cultural Change

- Culture is dynamic in nature
- Culture is conservative and resists change

Why do societies change?

- Change can be thrust upon cultures
 - War, natural disasters
- Result of society seeking ways to solve problems
- Adjusting to environmental and historical changes

Cultural Change 2 of 5

Cultural Borrowing

- Learn from other cultures to solve society's problems
 - Once found, society judges whether it is acceptable solution
 - If approved, it is passed on and taught as groups' cultural heritage
 - Although many elements may be borrowed, culture is still unique
 - Elements combined to become typical for society



Cultural Borrowing cont.

The definition of cultural borrowing is taking ideas and practices from another culture, ethnic group or religion. *An example of cultural borrowing is a Christian practicing some Buddhist concepts."*



Cultural Change 3 of 5

Similarities: An Illusion

- **Cultures can be distinct even with some commonalities**
 - Common language, race, heritage do not guarantee similarities
- Growing economic unification in Europe
 - The “European consumer”
 - Consider each country’s consumer behavior independently



Cultural Change 4 of 5

Resistance to Change

- Consumers in different cultures display differing resistance
- Qualities of innovations that are most readily accepted:
 - Hold greatest interest within the society
 - Are least disruptive to current values and behavior patterns
- Important for international marketers to understand
 - Can't wait a long time for acceptance of innovation
 - Must gain acceptance within limits of financial resources and projected profitability periods

Changing Culture – Clothing



© Joe McNally/Getty Images

MTV meets Mom in Mumbai (formerly Bombay), India. Culture does change—dress and even names of major cities! Even so, a local resident tells us everyone still calls it Bombay despite the official alteration.

Cultural Change 5 of 5

Planned and Unplanned Cultural Change

- Change becoming increasingly more planned
- Strategies to bring about planned change
 - **Cultural congruence**
 - Determine which cultural factors conflict with innovation
 - Which factors contribute to resistance of its acceptance
 - Change the factors from obstacles to stimulants for change
- Change spurred by marketers impacts host culture

Cultural Congruence

"Cultural congruence is a teacher's respect for their students' cultural backgrounds. Teachers who respect the backgrounds of their students show culturally relevant teacher traits."

Cultural Congruence

- Not all marketing efforts require change to be accepted.
- **Cultural congruence** involves marketing products similar to ones already on the market in a manner as congruent as possible with existing cultural norms, thereby minimizing resistance.

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Cultural Congruence

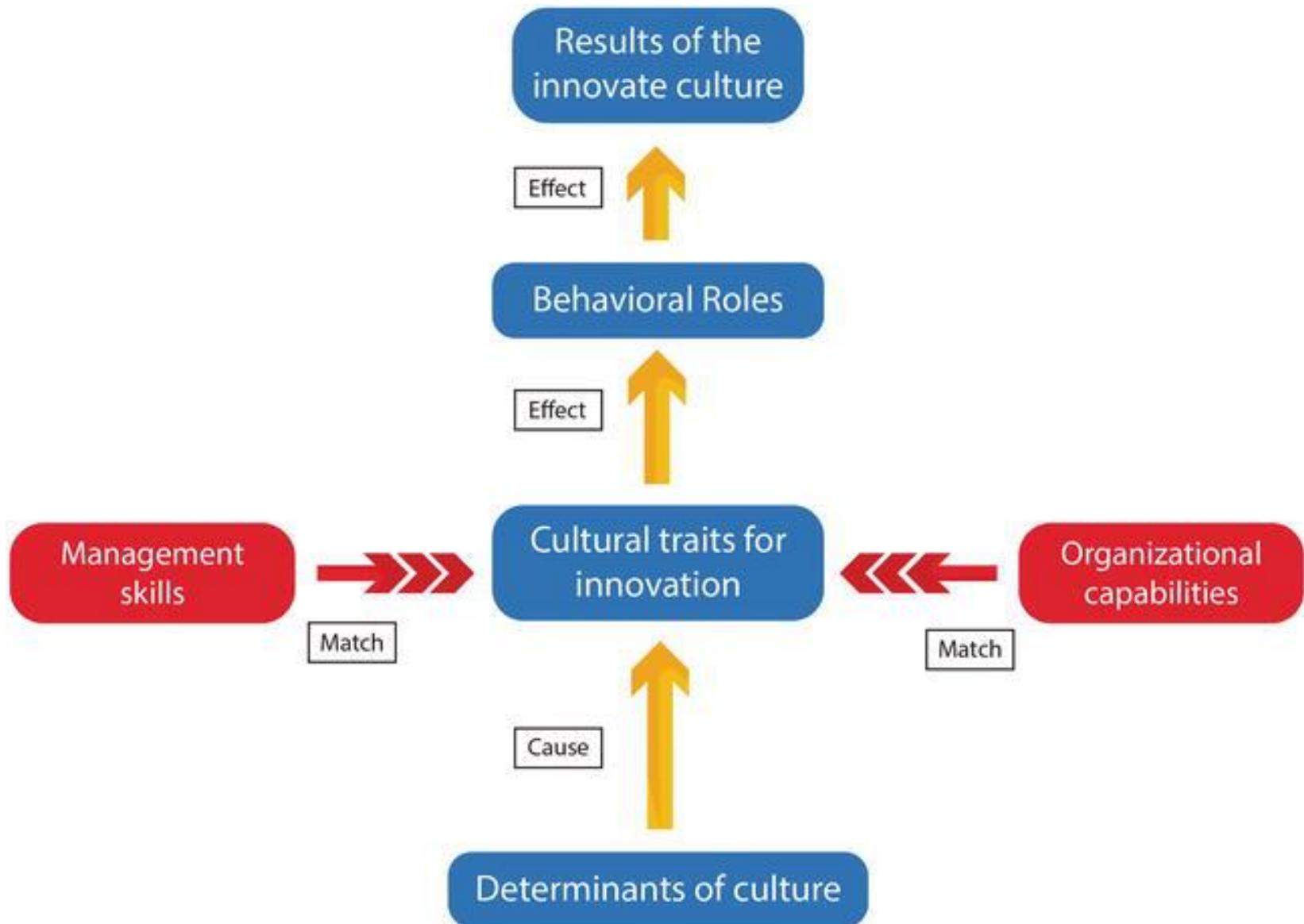
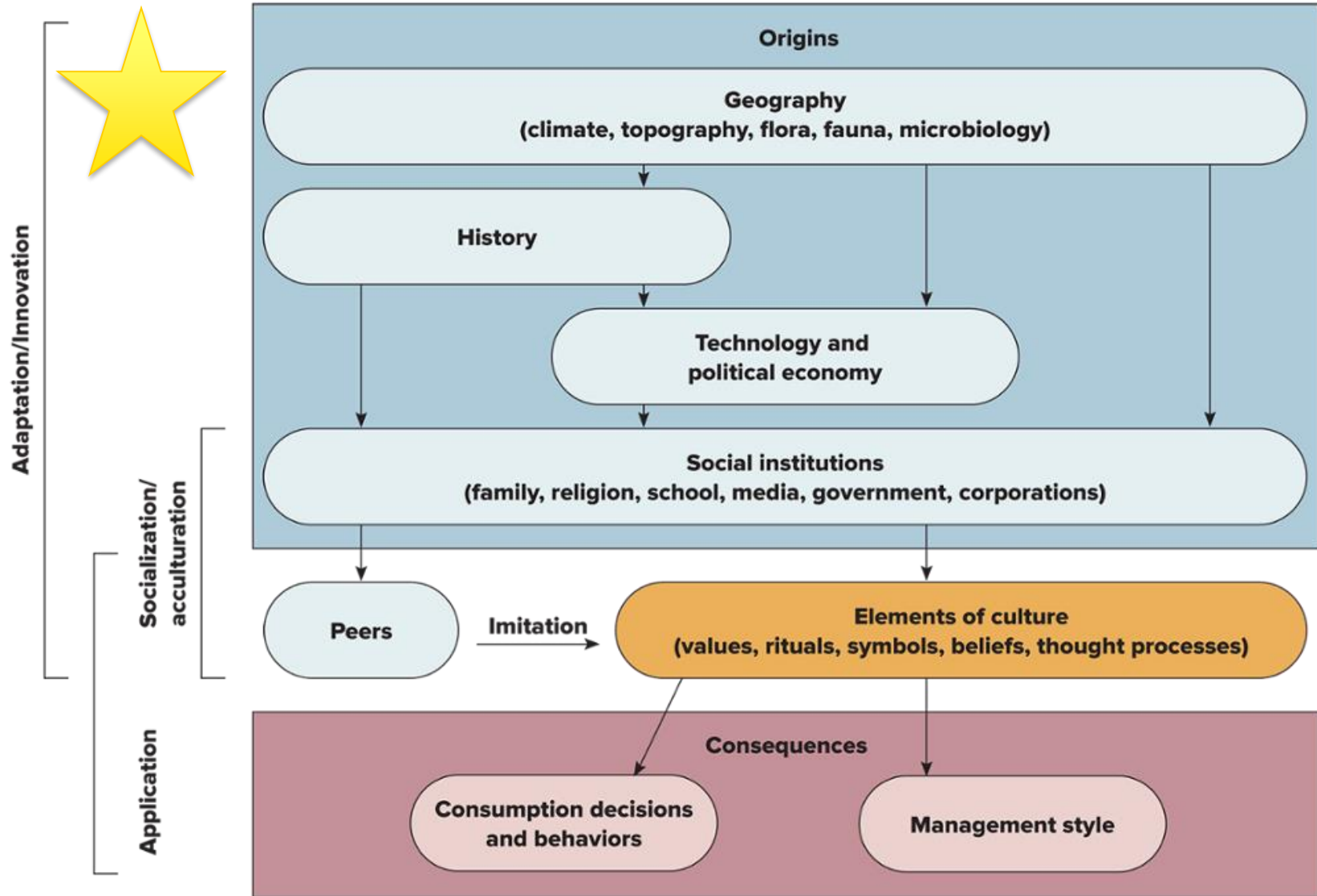


Exhibit 4.4 Origins, Elements, and Consequences of Culture



[Jump to long description.](#)

Appendix of Image Long Descriptions

Appendix 1 Exhibit 4.4 Origins, Elements, and Consequences of Culture

The chart includes the origins of culture, including: geography (climate, topography, flora, fauna, and microbiology), history, technology and political economy, and social institutions (family, religion, school, media, government, and corporations). Geography, history, technology, and the political economy all impact social institutions.

Through the innovation process, humans make adaptations to the changing environment.

Through the processes of socialization and acculturation, people imitate their peers and learn about the elements of culture: values, rituals, beliefs, and thought processes.

Through applying their cultural-based knowledge, people make decisions about consumption and production behaviors and management style.

Appendix 2 Exhibit 4.5 Comparison of Healthcare Systems

The chart distinguishes between countries with universal health care coverage provided by public and private insurers, countries without universal health coverage, and healthcare spending per person per year in U.S. dollars.

Of nations with universal healthcare, Japan has the highest average life expectancy at 85.3, and it spends on average \$3,703 per person. The United States is the only country listed without universal healthcare other than Mexico; its average life expectancy is 80 and it spends on average \$9,403 per person. The only country that spends more per person on healthcare is Switzerland, at \$9,764 per person with universal healthcare.

The words "The End" are written in a large, white, sans-serif font. The text is centered and surrounded by a vibrant, multi-colored paint splatter effect. The splashes are in shades of red, yellow, blue, and green, creating a dynamic and energetic background for the text.

The End