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Kaunas University of Technology

Faculty of Social Sciences, Arts and Humanities

Cultural Localization Decisions Within UNICEF Campaigns and Initiatives

Master's Final Degree Project

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Kaunas, 2022

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Translation and Localization of Technical Texts (6211NX031)

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Summary

The novelty of the thesis is expressed by analysing the way in which the technologically determined shift of translation paradigms changes the perception of localization and expands the concept of translation, with a focus on the linguistic and cultural aspects. Additionally, the comparative analysis of cultural localization decisions within the websites of a non-profit charity reveals that cultural adaptation of content is no longer a matter of exclusivity, but rather a necessity in a globalizing world.

The relevance of the thesis is based on the existing lack of search on the website localization practice of non-profit organizations and the factors that determine its success, considering the different financial constraints (compared to commercial websites) and the culturally sensitive content.

The aim of the thesis is to analyse cultural localization decisions within UNICEF campaigns and initiatives on Lithuanian, Portuguese, and American websites.

The objectives of the thesis are the following:

1. To discuss the rise and development of the localization concept together with the new dimensions it has given to translation, including the significance of the cultural aspect of localization.

2. To analyse localization of UNICEF websites (LT, PT, US) according to website localization strategies.

3. To explore how cultural localization decisions are reflected in UNICEF (LT, PT, US) websites.

The analysis leads to the conclusion that the versatile and complex phenomenon of localization can be approached from different perspectives, but the translator clearly plays an integral role within the process. Despite the rapid changes in the translation practice, including the challenging demand for a translator to work faster and the end result to be not only exact, but also emotionally engaging, the translator, who manages to keep up and adapt by mastering new technological tools, expanding both the cultural understanding and the limits of competence, becomes an asset whose professionalism can easily stand out in a market that is increasingly dominated by machine translation and other less quality-oriented translation practices. Moreover, the comparative analysis of the UNICEF websites (LT, PT, US) demonstrates that each website has a distinctive look and feel. Due to the freedom given to each country to organise the content of its own website according to culture-specific preferences, transcreation is found on websites. However, localization of UNICEF initiatives and campaigns is carried out in line with the detailed UNICEF Brand Book guidelines. Lastly, the localized websites

partially correspond to the cultural classification proposed by Hall (1976), Hofstede et al. (2010) and Lewis (2006). Most of the websites analysed follow coherent UNICEF guidelines for action that leave enough room for adaptation of the initiatives and their adaptation to local structures, priorities and needs. It is observed that the amount of information is often related to the scope of the organisation's activities, which correlates with the size of the country and the length of the existence of UNICEF in each country.

The thesis consists of introduction, theoretical review, methodology and empirical part, conclusions, list of references and information sources and appendices.

Santrauka

Magistro darbo naujumas atsiskleidžia analizuojant, kaip technologijų nulemta vertimo paradigmų kaita keičia lokalizacijos sąvoką ir praplečia vertimo sampratą, daugiausia dėmesio skiriant lingvistiniams ir kultūriniams aspektams. Be to, lyginamoji kultūrinės lokalizacijos sprendimų analizė ne pelno siekiančios labdaros organizacijos interneto svetainėse atskleidžia, kad turinio kultūrinis pritaikymas tampa būtinybe globalėjančiame pasaulyje.

Magistro darbo aktualumas grindžiamas tuo, kad šiuo metu trūksta tyrimų apie ne pelno siekiančių organizacijų interneto svetainių lokalizavimo praktiką ir jos sėkmę lemiančius veiksnius, atsižvelgiant į skirtingus finansinius pajėgumus (lyginant su komercinėmis interneto svetainėmis) ir kultūrine prasme jautrestį turinį.

Magistro darbo tikslas yra išanalizuoti kultūrinės lokalizacijos sprendimus UNICEF kampanijose ir iniciatyvose Lietuvos, Portugalijos ir JAV interneto svetainėse.

Uždaviniai:

1. aptarti lokalizacijos sąvokos atsiradimą ir vystymąsi bei įtaką vertimui, atkreipiant ypatingą dėmesį į kultūrinius aspektus;

2. išanalizuoti UNICEF interneto svetainių (LT, PT, JAV) lokalizaciją pagal interneto svetainių lokalizacijos strategijas;

3. ištirti, kaip kultūrinės lokalizacijos sprendimai atsispindi UNICEF (LT, PT, JAV) interneto svetainėse.

Atlikta analizė leidžia daryti išvadą, kad įvairiapusis ir sudėtingas lokalizacijos reikšinys gali būti analizuojamas iš įvairių perspektyvų, tačiau vertėjo vaidmuo šiame procese yra labai svarbus. Nepaisant sparčiai kintančios vertimo praktikos ir vertėjui keliamų reikalavimų dirbti sparčiau, o verčiamą turinį perteikti ne tik tiksliai, bet ir pritaikyti kultūriškai, vertėjas, kuris sugeba neatsilikti ir prisitaikyti įvaldęs naujus technologinius įrankius, plėsdamas savo kultūrinį supratimą ir kompetencijos ribas, tampa vertybe rinkoje, kurioje vis labiau dominuoja mašininis vertimas ir kitos mažiau į kokybę orientuotos vertimo praktikos. UNICEF interneto svetainių (LT, PT, JAV) lyginamoji analizė atskleidžia, kad kiekviena iš jų turi savitą išvaizdą. Be to, dėl kiekvienai šaliai suteiktos laisvės valdyti savo interneto svetainės turinį atsižvelgiant į kultūrines ypatybes, interneto svetainėse aptinkama turinio perkūrimo pavyzdžių. Vis dėlto UNICEF iniciatyvų ir kampanijų lokalizacija yra atliekama laikantis išsamių UNICEF stiliaus knygoje pateikiamų gairių. Galiausiai, lokalizuotos interneto svetainės iš dalies atitinka Hall'o (1976), Hofstede'o ir kitų (2010) bei Lewis'o (2006) pasiūlytą kultūrinę klasifikaciją. Dauguma analizuotų interneto svetainių vadovaujasi

nuosekliais UNICEF stiliaus reikalavimais, kurie palieka pakankamai erdvės iniciatyvų pritaikymui prie vietos struktūrų, prioritetų ir poreikių. Be to, pastebėta, kad informacijos kiekis dažnai yra susijęs su organizacijos veikimo mastu, o tai gali būti siejama su šalies dydžiu ir UNICEF gyvavimo trukme kiekvienoje šalyje.

Magistro darbą sudaro įvadas, teorinė apžvalga, metodologija ir empirinė dalis, išvados, literatūros ir informacijos šaltinių sąrašas, priedai.

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Introduction

The continuous technologically determined shift of translation paradigms brings out changes in the perception of localization and its significance in the globalizing world, where the distance between people living around the globe seems to be disappearing with the help of tremendous innovative technologies and a growing cultural awareness. Looking closer at the history of the rise and development of localization, which has become a demanding industry, it is evident that the localization phenomenon can be perceived from many different perspectives and within numerous contexts: from economic, political, social, technological, to cultural, and linguistic. In this master thesis, localization, as a creative process of adapting a product to a specific language and culture, is addressed from a linguistic and cultural point of view and by acknowledging the importance of the digital aspect of the content.

A new concept of text brought to the world by the Internet, which is characterized as digital and interactive, poses significant challenges related to its multimodality and ever-changing nature. To achieve successful localization projects, it is necessary to gain a thorough understanding of the levels and strategies to be considered within the localization projects. The cultural level, which has a direct impact on the acceptability of the localized product, is one of the most challenging puzzles to solve. For this purpose, researchers looking for the most appropriate cultural localization decisions often use models for cross-cultural communication, which help to prevent the message from being interpreted differently than it was originally intended (Pym, 2004).

The relevance of the thesis is related to the lack of existing research on non-commercial localized websites. Taking into account the high demands of the market for localization projects and the fact that non-profit organizations have different financial resources and priorities than commercial enterprises, the question arises as to what strategies are used to attract audiences to make the input into the campaigns providing children in need with a fair chance to grow healthy and succeed in life.

The hypothesis of the thesis proposes that cross-cultural classifications and cultural preferences are reflected in websites localized for Lithuanian, Portuguese, and American cultures.

The object of the thesis is the websites of UNICEF Lithuania, UNICEF Portugal, and UNICEF USA.

The aim of the thesis is to analyse cultural localization decisions within UNICEF campaigns and initiatives on the Lithuanian, Portuguese, and American websites.

The objectives of the thesis are the following:

1. To discuss the rise and development of the localization concept together with the new dimensions it has given to translation, including the significance of the cultural aspect of localization;

2. To analyse localization of UNICEF websites (LT, PT, US) in accordance with website localization strategies;

3. To explore how cultural localization decisions are reflected on UNICEF (LT, PT, US) websites.

The master thesis consists of two sections. The theoretical part includes the overview of the literature on emergence and development of localization within the cultural paradigm, as well as discusses localization in relation to globalization, internalization, and translation, including the emergence and characteristics of transcreation and its influence on translation. Moreover, the thesis focuses on the characteristics of website localization and the ways to ensure the best localization decisions by applying cross-cultural communication models. Lastly, the localization of humanitarian policy is discussed, which is directly related to the subject of the thesis. The empirical part involves the analysis of the UNICEF websites localized for Lithuanian, Portuguese, and American cultures to notice the way information related to organization's activity is presented and to discuss whether localization decisions reflect the cultural classifications provided by the models for cross-cultural communication. The empirical part is followed by conclusions, list of references and appendixes.

The theoretical framework is based on the systematic literature review. The research applies the descriptive and the comparative analysis.

1. When culture, translation and localization collide

The focal point of the first part of the thesis is to examine the existing literature on how shifting paradigms today influence the changes of localization perception and its significance in the globalizing world. Moreover, the relation between globalization, internalization, and localization, including translation as part of it, is discussed to get a more thorough understanding of localization both as a phenomenon and an act of contemporary communication. Furthermore, attention is drawn to the characteristics of website localization that are clearly demanded by the market of translation and localization services, emphasizing the cultural aspects and the ways to achieve the most appropriate cultural localization decisions by applying cross-cultural communication models. Finally, localization is approached from humanitarian policy perspective as it directly correlates with empirical part of the thesis, which analyses the websites of UNICEF that stands for the United Nations Children's Fund, organization providing humanitarian aid to the most disadvantaged children (and adolescents) as well as protecting their rights all over the world.

1.1. Localization in the course of a fast-paced globalization

One of the biggest challenges that the translation and localization studies are facing nowadays is the shift of paradigms: the paradigm of equivalence was striving during the age of printed books, which made the conceptualization of equivalence possible, however, based on the same reasons, the importance of equivalence considerably decreased with the rise of the electronic technologies, which enabled a constant shift in the digital (multimodal) content of the websites, software, and videogames. Naturally, the cultural paradigm emerged as the concept of translation evolved from a merely linguistic activity to a rather practical process requiring a significantly broader cultural context (Gambier, 2016).

With the emergence of tremendous innovative technologies in the translation industry, the recent decade has brought reality closer to the concept of the world as one big village, introduced by Marshall McLuhan (1994) in early 1960s (years before the introduction of Internet), where businesses are rapidly crossing borders and communication barriers become a topical issue waiting to be solved. Without a doubt, globalization, which makes the distance between the people around the world not to matter as long as people are connected by technology, and a growing cultural awareness have made a significant impact on overcoming the cultural barriers and helping people to embrace cultural differences. Nevertheless, culture, as a multifaced phenomenon, is still perceived as the root of communication challenges. For this reason, localization is as imperative now as it has ever been.

If one looked over the history of the rise and development of localization, which has turned into a demanding industry, it would become evident that localization can be perceived from many different perspectives and within numerous contexts: from economic, political, social, technological to cultural and linguistic. This contextual diversity determines and, to some extent, normalizes the fact that localization has different definitions solely dependent on the context they operate in.

Following the explanation provided by Localization Industry Standards Association (LISA, 2007) (now defunct), stating that localization should in **no** way be perceived as high technology related **translation activity** for it does not capture the complexity of the said phenomenon, localization is referred to as "the process of modifying products or services to account for differences in distinct markets" (LISA, 2007, p. 11). Acknowledging the importance of the digital content in relation to localization, Schäler (2007, p. 157) defines **localization** as "the linguistic and cultural adaptation of

digital content to the requirements and locale of a foreign market, and the provision of services and technologies for the management of multilingualism across the digital global information flow". The **digital aspect** is hereby defined as a quality that distinguishes localization from other similar realizations concerning the need and significance of product adaptation known before the widespread of technologies. The importance of working with digital content, websites in particular, in comparison with traditional printed text is also addressed by Tigre Moura et all (2016), since it puts special attention to the cultural values and the way they reflect on the websites. Similarly, O'Hagan and Ashworth (2002) view localization as the process involving other types of texts (static printed texts are replaced by online texts) and therefore requiring additional engineering effort, not just linguistic translation. The said scholars draw attention to the new dimensions that localization has given to translation, and the importance of culture within the process. Specifically, calling localization as "culturalization of the message" (O'Hagan & Ashworth, 2002, pp. 71).

The non-existing mutual agreement on what localization is, however, according to Gambier (2016) leaves a gap in understanding the terms and differences between translation, transcreation, trans-editing and localization. Not to mentioned, the thin line between such associated concepts as cultural adaption, language mediation, multilingual text production, versioning, etc. For this reason, is it necessary to point out that as for this thesis, **localization** is approached from the linguistic and cultural points of view as well as it is perceived as an important part of currently thriving language industry. Therefore, it could be defined as a creative process of adapting a product (website) to a specific language and culture, taking into account legal, economical and sociocultural aspects. Generally, localization (L10N) together with globalization (G11N), internalization (I18n) and translation (T9N) are described by the acronym **GILT**, which in accordance with Minako O'Hagan (2005), well-illustrates how complex and demanding the process of making a globally acceptable product is. Nevertheless, the sequence of the acronym components may be questionable. The abbreviated acronym **GIL** is also used, presuming that translation goes under the discipline of localization (Hatim, Munday, 2004, pp. 113). Dunne (2006) proposes that the acronym **TLIG** would be more appropriate for revealing the essence of localization and indicating a clearer relation between the concepts: translation being a part of localization and **internationalization** referring to "the process of enabling a product at a technical level for localization" (LISA, 2007) or, in other words, a set of steps allowing localization to happen. With reference to Anastasiou & Schäler (2009), internalization happens in the stage of digital product development where all linguistic and cultural data are separated to allow a more cost-effective functionality of the product in any language. Finally, **globalization** covers all the mentioned phenomena: including well-planned internationalization and localization phases (LISA, 2007), with translation, which represents the transformation of the language, being an integral part of the latter (see Fig. 1).
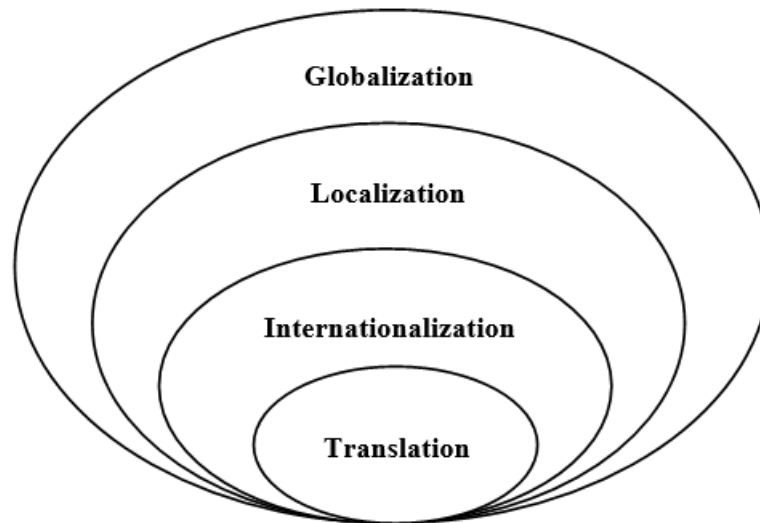
Fig. 1. Interrelation between globalization, internationalization, localization and translation (O'Hagan, 2002)

Many scholars agree that all four above presented concepts are closely related and interdependent. What is more, as noticed by Gambier (2016), there are two contrasting sides of the matter: even though product globalization and internalization may seem to inflict sameness, product localization also brings linguistic and cultural adaptation, which results in creating a product that looks and feels as if it was made locally. The phenomenon of having a product that incorporates elements of targeted locales yet still retains its original (globalized) features, which cannot be fully adapted (Jiménez-Crespo, 2013), may be called glocalized. Definition provided by Encyclopaedia Britannica, pointing out the interconnectedness of the global and local levels, suggests that **glocalization** (a linguistic hybrid of the terms *globalization* and *localization*) refers "the simultaneous occurrence of both universalizing and particularizing tendencies in contemporary social, political, and economic systems". In addition, Bernal-Merino (2016) indicates that glocalization integrates localization as part of the creative process.

Turning specifically to the communicative function of translation and localization, it is necessary to acknowledge how the **text** is perceived in the contemporary context. In connection with the object of the thesis, which focuses on the website localization, the nature of text is characterized as digital and interactive (Jiménez-Crespo, 2011, pp. 4), filled with multimedia-based features, multimodal elements and continuously changing. This new concept of text, brought to the world by the Internet, "an essential medium of communication in a globalized world" (Jiménez-Crespo, 2013, pp. 10) is one of the main factors that determined "revolutionizing of translation" (Jiménez-Crespo, 2013, pp. 10) into a new, broader concept as well as the appearance of the concept of localization as such. As in all fields, evolving and improving concepts and practices also require new skills and competences for their successful implementation, which, naturally, comes with challenges.

1.1.1. New concept of translation and emergence of transcreation

Looking closer to the revolutionized concept of **translation**, which could be defined as "a creative effort that requires interpretation and re-creation of the source text through the filters of the target language, culture and customs" (Pedersen, 2014, pp. 110), Robin (2016) finds it necessary to acknowledge that the concept of translation has crossed the borders of Translation Studies, therefore the narrow meaning of translation is bound to evolve and expand. One of the many interrelations, the

scholar discusses the obvious connection between the Communication Studies and Translation Studies, whereas translation in TS is perceived as communication across cultures, achieved by taking into consideration the linguistic and cultural differences between the source and target cultures. According to Gambier (2020), given the common understanding that different languages are not symmetrical, i.e., certain concepts may carry different meaning in different languages, or have no equivalent at all, translation of multimodal text starts questioning a long-standing tradition of translation being "an individual act, focused on a written text, and considers the translator to be a substitute for the author" (Gambier, 2020, pp. 14). Translating a message effectively requires not only converting text from one language to another but also adding some local colour and ensuring adaptation of cultural (e.g., gestures, images, colour palette, sounds and symbols) and linguistic (e.g., names, distinctive language, humour, jargon, colloquialisms, and slang) differences, or, in other words, being "country specific as well as language specific" (Maroto, Bortoli, 2001, pp. 6). Generally, with reference to Bassnett (2011), translation can be defined as a communicative activity of transferring information across linguistic boundaries. However, the newly emerging forms and formats of texts to be translated and localized distance the concept of translation from its traditional meaning. A similar tendency has emerged in the interaction between text, the author, the reader, and translator (Gambier, 2015). Interestingly enough, linguistic and cultural sensitivity is such an important characteristic that despite being native speakers, translators and localizers are required to be living in their native countries for most of the time not to lose their ties to the constantly evolving language and culture (Maroto, Bortoli, 2001).

Since text in the digital environment is usually accompanied by visuals like photographs, drawings or animations, there is reasonable doubt as to which term, translation, adaptation or **transcreation**, is most accurate and should be used (Gambier, 2021). Even though the term *transcreation* is not new in the academic world, and its emergence is mostly associated with the intention of creating a distance from traditional perception of translation (Bernal-Merino, 2006), transcreation practitioners agree that the terms *transcreation* and *adaptation* are often used as synonyms even by the customers, who are ordering the service (Benetello, 2018). Giving a closer look at the explanations of the concept, the most recurrent feature attributed to transcreation is the persuasive effect (Benetello, 2018; Gambier, Munday, 2014; Pedersen, 2014), especially common to advertising and marketing products. According to some academic voices that are also involved in the practice of transcreation, Benetello (2018), for instance, indicates that transcreation professionals, playing the roles of translators, copywriters, cultural anthropologists, and market specialists, are the ones to create the best possible product for the target culture, while still keeping close to the initial creative idea (Pedersen, 2014). Similarly, when discussing the phenomenon, quite a few scholars mention that translation is lacking cultural expression. Not to mention the untranslatable content: besides being fluent, flexible, original, and elaborate, the translator has not only to "conceive new words, but also to imagine new worlds" (Pedersen, 2014, pp. 111).

On one hand, the practice of transcreation is perceived as very collaborative and distinct in comparison with translation: it is normal for the transcreation professional to be asked to provide a few versions of the task based on the customer's vision as well a to be asked to made changes or redo everything as many times as needed. On the other hand, many scholars believe that transcreation is not much more than professionally performed, good quality translation, referring to an up-to-date concept of translation, which encompasses creativity, speaks with its own voice, is subject to individual interpretation and reflects the commitment of the translator to produce a product that is

both persuasive and effective (Gambier, Munday, 2014). Between the above discussed opposed opinions, Schriver (2011) chooses a middle ground by defining transcreation as the act performed by translator aiming to convert a message, which would evoke intended emotion of the receiver without departing too far away from the original. In other words, transcreation is somewhere in between a strict translation and creation of something completely new.

In comparison of localization and transcreation, Pedersen (2014) distinguishes some common features, such as rather short relevance of texts, commercial orientation, and structure of one-to-many-languages. The field of application is noted as the main difference between the two.

The definition of **transcreation strategies** is still the subject of much scientific debate. One thing for certain, the analysis of the academic literature shows a tendency for these strategies to have much in common with well-rooted translation strategies. Pedersen (2014) emphasizes the similarity particularly between transcreation and advertising translation since the shared aim is to persuade the user. Moreover, both concepts inherit cultural adaptation and strongly depend on the local market. Adaptations performed in advertising translation could be defined as a practice aiming at "preserving the character and function of the original text, in preference to preserving the form or even the semantic meaning, especially where acoustic and/or visual factors have to be taken into account" (Baker & Saldanha, 2009, pp. 4). Regarding general approaches to translation, which in this case could also apply to transcreation, Pedersen (2014) summarizes that there are usually two possible directions: towards the source or towards the target. When comparing translation and transcreation, the scholar also distinguishes the target-orientation and the idea of creating an identical or similar effect on the user as focal points for practical implementation.

From practitioners' points of view, transcreation is understood as the most engaging way of conveying a message to the target audience and possibly the most effective localization technique. Nevertheless, it is the most demanding practice in respect of the time and effort ir requires (Tamehi, 2017). Law (2017) names and discusses the following eight transcreation strategies illustrating the complexity of the phenomenon:

- Cultural adaptation: using translation as communication that paths the way to the international markets, characterized by different language, customs and traditions, beliefs and religions, behaviour and many more culture-dependent elements. In other words, transforming content from one language to the other.

- Brand related information collection and defining the objectives: common understanding existing between the customer and transcreation specialist related to the marketing objectives, creative-process and end-result is the key aspect for successful transcreation process.

- Content selection: it is necessary to decide on which content are to be translated and which parts require to be transcreated, since such decisions determine the planning and financing (this makes an important part of the localization strategy).

- Decision on the platform: knowing which platform, e.g., mobile device, computer screen or printed documentation, will be used for presentation of the transcreated content is crucial.

- Multilingual SEO: when planning the content transformation, it is important to evaluate what search engines and habits are dominant in the target culture.

- Images and graphics: the smart decision is to consider visual elements, such as images, graphics and colours, in the initial localization phase as it helps to avoid future cultural blunders.

- Humour: transferring humour across multiple cultures is one of hardest task since every culture has its own unique sense of it. It is advisable to avoid humour on the websites targeting international markets.

- Linguistic copywriting: the skills required for digital content transfer include not only comprehensive language knowledge (which is typical for translators) but also a well-developed creativity and market unawareness (Law, 2017).

Be as it may, the research shows that even though the concepts of translation, transcreation and localization are closely linked and intertwined, each of them has a visible distinction. Transcreation for that matter is especially typical to websites and, therefore, for its creativity and persuasion, it is closely related to advertising/marketing strategies. Due to a considerably narrower area of academic research in transcreation, the phenomenon can be approached by using translation studies.

1.1.2. Levels and strategies of localization

With reference to the versatility of localization, one of the possible ways to better analyse it is by dividing it into layers or stages corresponding to the technological process of the phenomenon. To better understand the necessary adaptations within the process of persuasive localization, Chroust (2007) distinguishes the following seven layers:

- Technological Infrastructure Layer: technical planning and organization of the process, including separation of text and code, foreseeing sufficient space for texts, correct encoding of foreign characters, making sure of the sort order, correct writing and reading direction as well as proper date format (calendar settings and day/month names), time formats (12-hour vs. 24-hour clock), currency and other monetary-relation format (e.g., taxes), number format, fonts. Moreover, it is important to consider address formats, (postal codes, provinces), name formats (e.g., common tradition of Portuguese having compound surnames), telephone number formats, measuring units, sizes, using of colour for meaning (e.g., red for prohibition) (Maroto, Bortoli, 2001, pp. 9).

- Grammatical Layer: specificity of computer-supported texts and their translation differ from literary texts. If style is the most important in literary texts, technical texts should be standardized as much as possible to avoid ambiguity and confusion. In addition, Maroto & Bortoli (2001) mentions consistency, referring to consistent usage of terminology when writing about product components.

- Semantic Layer: the usage of technical and common languages, their expressiveness, abbreviations that to the highest extend depend on the human translators.

- Graphic and Iconic Representation Layer: graphical representations, requiring special attention towards the symbolism, colour codes, taboos, or body language, etc.

- Business Conventions and Practices Layer: substantial cultural differences, causing misunderstanding, conflict, and separation. Cultural misconceptions tend to relate to animations; however, texts can also cause these as well.

- Social and Communication Layer: proper communication styles expressed on interactive websites, distinguishing high-context cultures, which rely on context and nonverbal elements, from low-context cultures, which, on the contrary, relate to well verbally expressed communication.

- Cultural Level: analysing cultural differences is necessary within the process of localization as it has a direct impact on the acceptability of a localized product. To be precise, Chroust (2007) mentions taboos, jargon and humour for their high cultural dependency and sensibility, visible tendency to misunderstandings and failure in communication as well as culture specificity.

Despite the occasional opinion that localization is a mere illusion, one can rather state that the importance of the phenomenon today cannot be underestimated or denied. The effort and money dedicated to quality localization is a key for introducing a product to broader audience and thus receive a higher financial return. On the other hand, Pym (2006) questions the effect localization may have on cultures, especially in the technical discourse, regarding the languages brought to the digital media. The biggest concern is related to the fast-paced technological development that leaves no time for more thorough considerations on the changes happening within the cultures in a long run.

In the beginning, according to Wurtz (2006), due to the simplistic design of the web sites, which were basically text based, the **localization strategies** mainly required proper cross-cultural translation. Later, the creation of multimodal text, including sound and videos, has changed the perception of what constitutes effective web communication. One thing for certain, web site localization is built on the joint efforts of IT specialists and linguists, who have a full cultural baggage. However, lack of attention to linguistic and cultural aspects is a common cause of localized website failure. Even though non-profit organizations and corporate websites may use distinct localization strategies (Jiménez-Crespo, 2013) largely based on the financial grounds, there are several common levels and strategies suggested by scholars and practitioners to bridge the linguistic and cultural barrier. Guided by the principle of creating culturally familiar communication styles and cultural habits (Hermeking, 2006), the following aspects, or, in other words, user preferences of web design must be addressed to ensure a successful localization project (Mushtaha, Troyer, 2009, 2012):

- Text on websites: the element related to the content (level of formality), the language used, language cues, text orientation (centre, left-right, right-left), font type, size, and style.

- Page layout and organization: the element deals with the overall image of the website. Specifically, what impression it leaves to the user, what feeling it evokes and the form it has.

- Colours: the element refers to colours and colour combination.

- Pictures, graphic elements, and sound: the element relates to the images, illustrations, icons and symbols, flags, and gestures as well as audio, banners, and trust signs.

– Interaction and navigation: the elements refer to any form of communication between a user and the website; the element refers to the possibilities of a user to move through the website (Mushtaha, Troyer, 2009, 2012).

According to Payne (2004), the first element, which is the language of the website, encompasses a number of challenges. It is necessary to consider which parts of the text, including common sayings and metaphors, require direct translation. If the text includes humour, would it be correctly understood by the target audience, or perhaps it is worth choosing a local alternative. In accordance with Singh (2012), no matter the level of machine translation technologies, which are more and more used by companies to reach more international customers, human translator is still the one to ensure proper translation equivalence. Another important thing to decide is the most acceptable style for the target audience, whereas the wrong choice of language style and audience may lead to a misunderstanding of the general message of the website. Moreover, it is important to perform a critical selection of which information has to be localized, as well as which format (textual or visual) would be easier to understand in the target culture. Maroto and Bortoli (2001) indicate the importance of keeping the localized information up-to-date and ensuring the quality of the localized text. Otherwise, the user may feel frustrated knowing that particular information is not available in his / her language. Whereas presentation of outdated information is likely to undermine the usefulness of the site as a whole.

Moving on to the page layout and organization of information, the key word could be balance of text and graphics. Using too many visuals can add confusion and overwhelm the content, while using too few of them may leave the impression that the website seems too basic and underdeveloped. In this case, it is better to follow the principle that better less but better graphical content. What is more, it is always a good idea to use dynamic elements that leave a better impression on users, most of whom have high computer literacy and certain expectations related to website quality (Maroto, Bortoli, 2001).

One more important element is colours, encoding various cultural layers and being "one of the potent signifiers of the complex of meanings, which the makers of the product wish to see clustered around their product" (Kress, Van Leeuwen, 2002, pp. 363). Therefore, according to Payne (2004), making a bad decision in choosing the colours for logos, fonts or background may inflict conflicts, which are naturally better to avoid.

Looking back at the history, Kress and Van Leewen (2002) discuss the first attempts of artists to standardize the meanings of colours, which did not go as smoothly as suspected. It was noticed that although one called yellow to be peaceful and mildly rousing, the other saw the same colour as agitating and aggressive. A similar divide prevails between cultural environments: despite the fact that every culture follows a scale of values ranging from completely light to completely dark as the fundamental experiences, each culture is doing it its own way and adding its own symbolic meaning.

Another group of elements is pictures, graphic elements, and sound. Starting with images, they tend to carry cultural messages that are not easy to notice from the first sight. Nevertheless, they play a very important role in understanding the purpose of the website. Well-chosen photos are a great way to connect with the users, and on the contrary, culturally unacceptable photos can push them away for good. Symbols may also be challenging within the process of the website localization due to their specificity to a particular culture, i.e., one symbol could mean different things in separate cultures (Payne, 2004). For this reason, Maroto and Bortoli (2001) state that culture-dependent symbols

should be avoided, unless it is certain that they are clear to the target culture. As for sounds, the choice must be carefully made as well. Careful selection is necessary, as some cultures may have negative associations (feelings of shame or discomfort) with specific sounds. When in doubt, it is always better to use words than sounds. The scholars point out to avoid using such sensitive elements as gestures and body parts, ambiguities, religious and mythological symbols, culture-bound shapes and forms, animals, etc.

The last but not the least elements are interaction and navigation, which are highly influenced by culture as well. As explained by Alexander et al. (2016), there are countries that, depending on the cultural preferences, prefer simpler and quicker website navigation, whereas the others express the need for rather formal and complex navigation in order not to get lost while searching for information. Payne (2004) pays attention to the changes in the layout through translation depending on the target language, which may need more room than, for example, the source language. Petrie et al. (2009) presents a visualization (see Fig. 2) of an arrangement of navigational elements most commonly used on the websites created in the English language, which is still predominant web language.
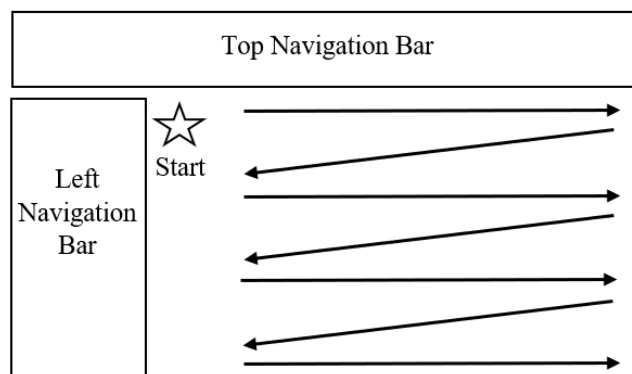

Fig. 2. Left-to-right/horizontal arrangement of English and other European languages (Petrie et al., 2009)

All in all, classification of website elements to be localized may vary to a certain extent, however, such distinction helps to get a better picture of which elements of websites need to be taken into account when localizing in order to avoid misunderstanding and failure, as well as to meet the main criteria of the websites, such as the quality, establishment of trust and positive experience for the user. More importantly, according to Singh et al. (2004), research proves that higher degree of website localization ensures a better navigation and interaction, which logically leads to an improved website likability and usage. This is based on the fact that a culturally adapted website requires less cognitive effort from the users.

1.1.3. Culture within web localization

It is easy to notice that the concept of **culture**, in one way or another, is always present in the discussion concerning the process of localization. The phenomenon of culture for decades has been the research object of sociologists and anthropologists, however, there is no ground to believe that a unified definition will ever be found (Small, Newman, 2001, pp. 35). Given a closer look at the main aspects scholars agree on, in accordance with Hall (1981), firstly, culture is generally characterized as learned. Secondly, the elements of culture are always closely interrelated and have a strong influence on each other. Finally, culture is shared and in principle it establishes boundaries of different groups. Similarly, Hofstede (1991) describes culture as a collective phenomenon as it is typically learned by living in a certain social environment. Specifically, it is defined as "the collective

programming of the mind which distinguishes the members of one group or category of people from another" (Hofstede, 1991, pp. 5). Hofstede et al. (2010) explains that every human normally belongs to more than one group and, consequently, carries several layers of mental programming (see Fig. 3), which correspond to the following levels of culture: a national level (depending on the country the person lives in), a regional, ethnic, religious and/or linguistic affiliation level, a gender level, a generation level (separating children from their parents), a social class level (related to the person's education/profession) and organizational level (if the person is a part of work organization).
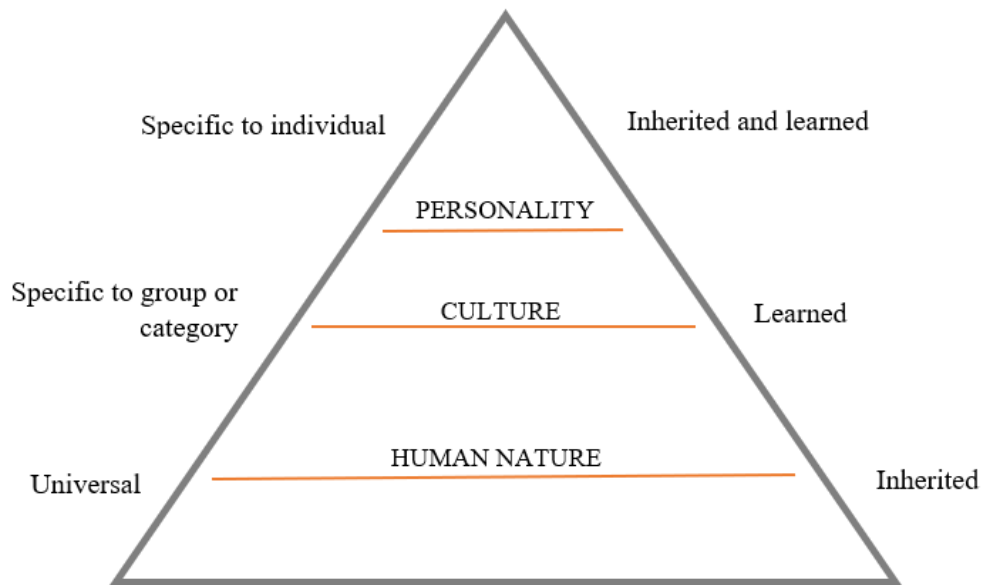

Fig. 3. Three levels of mental programming (Hofstede et al., 2010)

In addition, according to Hall and Hall (1990), culture plays a deeply controlling role on human behaviour and is essentially a form of communication (see Fig. 4).
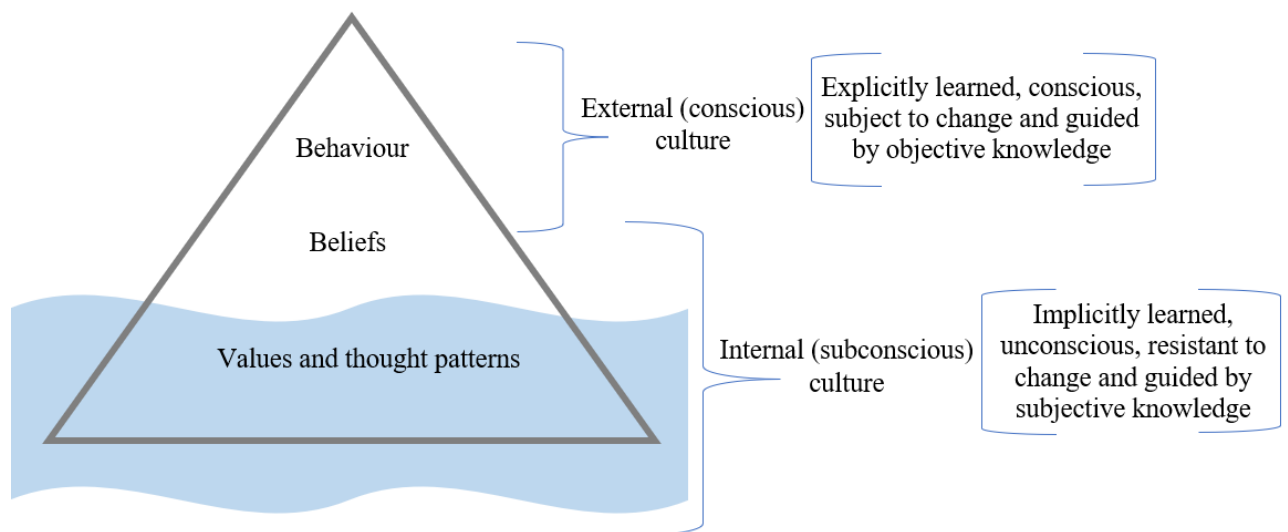

Fig. 4. Hall's Cultural Iceberg Model (E. Hall, 1976)

Patterson (2014) also points out that **cultural knowledge** at the very least is shared perceptions of the world. To be more specific, the scholar sees culture as a conjugate of two processes. The first one is characterized by dynamic stability of "collectively made, reproduced, and unevenly shared

knowledge about the world" that lies in people (Patterson, 2014, pp. 5) and, most importantly, that allows to anticipate, balance, continue and give meaning to human actions. Second one is the interactional or pragmatic component of culture deals with the practical usage of cultural knowledge in human interactions. **Human nature**, however, comes as an inheritance, coded in the genes of people and determining both their physical and psychological existence. Whereas **personality** of a human being is always unique, formed by the inherited characteristics and influenced by culture as well individual experiences (Hofstede, 1991). In turn, culture can be approached as the material and non-material, both of which have a tight connection and can equally affect one another. This is to say that the values, beliefs, and knowledge of people correlate with the outcome of their actions (and vice versa, the outcome of actions can impact the non-material aspects of culture). As explained by Levin & Mamlok (2021), who states that cultural aspects make an integral part in understanding digital (information-based) society, every culture can be presented as a **cultural space** consisting of three dimensions: **spiritual** culture, **social** culture, and **technological** culture, built on knowledge, values and regulations (see Fig. 5). The spiritual aspects, including religion, art, and philosophy, are distinguished as having a major influence on people's daily life, and thus on websites, which have become an important part of everyone's life. Correspondingly, Levin & Mamlok (2021) discusses social culture (people's relations and interactions within society), including ethical, legal, and political aspects essential to consider when localizing websites. The last of the three components making the cultural space is technological culture, which, despite its importance, is beyond the scope of this work and is therefore not discussed in more detail.
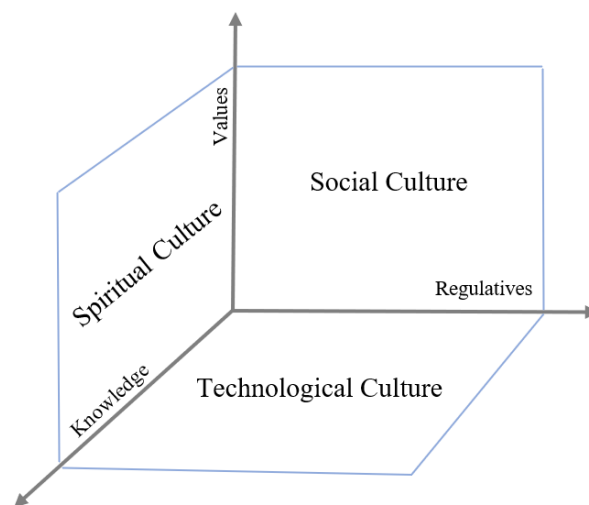

Fig. 5. Three dimensions of cultural space (Levin, Mamlok, 2021)

One of the commonly used ways to address **culture in web localization**, in accordance with Jiménez-Crespo (2013), is using the cultural dimensions model introduced by Hofstede (1991). In short, this model is based on perception, symbolism and behaviour as the main elements defining cultures, creating shared values and behavioural patterns. This model will be used in the empirical part of the thesis for identifying cultural dimensions and their relationship with specific elements of the websites, allowing to notice and acknowledge the differences between different regions and countries. Hofstede's model is described in more detail in the following section.

1.1.4. UNICEF localization strategy in brief

One of the important aspects of this Master thesis research, also proving the multifaceted nature of the phenomenon, is the use of the concept of localization for humanitarian aid, which is directly related to the object of the research, namely the websites of UNICEF, the world's leading child rights advocate.

In accordance with Robillard et al. (2021), the notion of localization within the field of humanitarian action, which has long been associated with various ways of providing mutual assistance to the most sensitive groups of people around the world, became clearer after the World Humanitarian Summit in 2016, following the decision to empower more local actors. In accordance with the executive summary provided by UNICEF in 2019, the priority was set to make humanitarian action **as local as possible**, keeping it **international** just **as much as it is necessary**. This principle suggests that the content and design of websites representing humanitarian organizations, such as UNICEF, will be based on the same principle, i.e., carefully tailored to the specific locale to achieve the most efficient operation in specific cultural environments.

Generally, humanitarian effectiveness is identified as a key advantage of localization, or as stated by others, it is considered an ethical thing to do in the first place. As it is indicated in the UNICEF executive summary (2019), the conceptual framework for localization in humanitarian action is comprised of seven focal areas: partnerships, participation, funding, capacity strengthening, coordination, policy, and **visibility**. The latter has the closest relation to the object of the present research, as UNICEF websites aim to achieve greater public recognition and visibility directed towards increasing awareness for the cause.

All in all, the complexity of localization for humanitarian action, similarly to content localization discussed in the sections above, in no way means it has to be treated with scepticism, not to mention to be ignored. On the contrary, further research is recognized as necessity directed towards local humanitarian actors and communities suffering from crisis.

1.1.5. Shifting role of translator: crowdsourcing as a model to ensure translation flow

In agreement with Rike (2008), another change brought by the digital paradigm and the cultural turn in the Translation Studies that is worth mentioning is the shift in the **role of translator**, which became considerably broader and more complex as translators became responsible for successful communication within two or possibly more linguistic and cultural realities (Katan, 2016). At this point, a well-known concept of translator as the cultural mediator expands from mediating between two languages and cultures to acting between two languages and multiple cultures of the globalized world: translator is now able to grasp the main idea from the source content and to transfer it to the target. Naturally, this requires the translator to have deep cultural experience of both the source and target languages (Grunsven, 2002). According to Munday (2010), history proves that competent translators have always found ways to keep up with the changes brought by the natural development of technologies, shifting requirements of the customers, file formats or working practices and tools. Moreover, one cannot deny that changes tend to bring not only challenges but also benefits, such as simplifying and speeding up the process of translation, managing the terminology and, this way, optimizing the end-result. The ability to adapt to changing environments and conditions as well as to master the innovative technologies for better performance of translation activity may be one of the main qualities that distinguishes human translators from machine translation systems. Even though

the quality produced by machine translation tools in some textual genres is reasonable (Gambier, Munday, 2014), the flexibility of such tools is nowhere close to that of the human translators. World Wide Web also provides an access to unlimited number of informational recourses and translation tools, including open source, allows cooperation with colleagues all over the world via forums, online events, and other forms of remote communication.

The pandemic that has swept the world over the last few years has made communicating and working online even more important. Today, it is safe to say that life without the World Wide Web and the opportunities it provides for cross-cultural communication is hard to imagine. Not leaving their home does not stop people from getting access to up-to-date information, developing business or taking humanitarian action, all of this can be easily done with the help of the websites, which, according to Rike (2008) are dynamic entities with constantly changed and updated content. As for translators, this type of text requires a thorough cultural awareness and sensibility to avoid the negative effects of localization that may cause miscommunication and reduce the effectiveness and dissemination of the messages. In his discussion related to consequences of poor localization, Chroust (2007) indicates that users are especially critical towards bad localization decisions as they are often related to incompetence and lower satisfaction, which is likely to lead to the refusal of specific product or service, i.e., complete defeat of the purpose of localization. That said, gathering the knowledge on cultural values as "specific mindsets, which underpin individuals' choices and judgements" (Tigre Moura et all, 2016, pp. 313) is crucial. So is the approach towards culture, which, in accordance with Maroto & Bortoli (2001), shall be seen less like a challenge and more like the solution (Maroto, Bortoli, 2001).

In the light of the opinions stating the significance of the localization quality and the competence of the translators in charge of it, there are other factors, such as the very rapid development of technology and the huge demand for localizable products, together with the natural desire to reduce localization costs that lead to the emergence of a new practice called **crowdsourcing**. The term provided by Merriam-Webster online dictionary defines crowdsourcing as "the practice of obtaining needed services, ideas, or content by soliciting contributions from a large group of people and especially from the online community". In addition, Rosen (2011) explains the phenomenon as a way of getting tasks done for little or no reward. On the positive side, it allows the Web to be more interactive and user-inclusive, the power of collective intelligence results in generating better ideas and the crowd consisting of people with different skills tends to perform tasks faster and cheaper. The whole concept is based on the well-known principle that multiple minds are better than one. From the first glance it may seem that crowdsourcing brings the biggest benefit to the customers, however, it helps the people participating in the crowdsourcing ventures to gain new skills and working experience, self-promote and meet potential employers or receive positive feedback on their input. This may serve as an opportunity to try oneself in a certain position, e.g., translator, to see it if this career path is worth pursuing (Moriarty, 2010). On the negative side, Rosen (2011) names the issues arising within the practice of crowdsourcing, namely the lack of quality ideas, low or no pay for the input of the people participating in the process, small and not diverse community of the like-minded people.

Overall, localization, which is distinctive for its versatility and complexity, can be approached from different perspectives, but the translator clearly plays an integral role within the process. On top of many other things, theoretical analysis reveals that despite the constant and rapid changes in the concept and practice of translation, the translator is able to keep up and adapt, mastering new technological tools, expanding both the cultural understanding and the limits of competence

according to the rules dictated by the market. As explained by Gambier (2015), increasingly accessible translation tools, shared information, and terminology resources available in real time together with division of workload, often between international virtually acting team, clearly impacts the course of translation and rapidly improving localization practice: from shorter working process and higher productivity to lower costs, making translation accessible to everyone. For this reason, more volunteers and amateurs get involved into translating of all sorts of media, including web sites, on crowdsourcing bases. Despite the obvious and valuable touch of creativity, the risks related to non-professionals doing work naturally raises the question of the ethics and quality of such work. Although this trend can be seen as competition or additional expectations placed on professional translators (to do the work faster, in less time and at a lower cost), on the other hand, they still retain their professionalism and their exceptional ability not only to convey meaning from one language to another, but also to culturally adapt the localized content or, if needed, even transcreate it.

1.2. Cultural comparison models for website localization

To begin with, it is important to mention that website localization is distinctly different from other types of localization (Jiménez-Crespo, 2013). Correspondingly, website translation goes beyond a mere transmission of linguistic message, considering that the target text is to be based on the source and well-adapted to the certain medium of the World Wide Web (Rike, 2008).

Since the cultural aspects of website localization have been recently targeted by many researchers, this section discusses **models for cross-cultural communication** used both to adapt the websites for different cultures and to analyse localized website designs in terms of **culture-specific preferences** and **markers**, including layout and content of text and visuals, colours, symbols, navigation and many more aspects that have to be considered when creating successful localization projects (Alexander et al., 2017). The thesis covers the following three most commonly used cultural models aiming to classify cultures according to a different set of cultural variables (Alexander et al., 2016):

– Hall and Hall's cultural model (1990) divides cultures into **mono-chronic** (showing preference to doing one thing at the time) or **poly-chronic** (focusing on a natural course of things and the human relationship with preference to doing a few things at once) and **high-context** (meaning that the largest amount of information is in the person and the transmitted message is rather implicit, abstract, sometimes even not verbal and read in between the lines) or **low-context** (referring to explicit, open and clear communication (Hall, 1976).

– Hofstede, Hofstede and Minkow's (2010) cultural dimensions developed from a large-scale cross-cultural study, which determined patterns of existing similarities and differences across cultures based on six cultural factors: Individualism versus Collectivism, Power Distance, Masculinity versus Femininity, Uncertainty avoidance, Long-term orientation versus Short-term orientation and Indulgence versus Restraint.

– Lewis (2006) cultural categories distinguish linear-actives (cultures prone to time management, keeping up with schedules, performing chains of tasks and following the principle of one thing at the time), multi-actives (highly sociable cultures, particularly fond of multitasking and arranging their schedule based on the feelings it ignites) and reactives.

A more thorough review of the above-mentioned cultural models and their relevance to the cultural and linguistic analysis of websites is discussed in a later subsection. Most importantly, understanding

and applying these models helps to prevent the text from being interpreted differently from its original intention (Pym, 2004).

1.2.1. Hall's cultural model

As can be seen from the literature discussed above, the challenges of localizing multilingual websites, as a form of cross-cultural communication, do not overshadow their benefits, namely, establishing healthier ties between communities, increasing international, national, and local trade, reducing and managing conflict and expanding personal resources for tolerance (Neuliep, 2021). At this point it is worth noting that in this paper the terms *cross-cultural* and *intercultural communication* are used interchangeably and can be defined as a way "how people from different cultures interact with one another rather than on how members of a particular culture interact within their culture" (Neuliep, 2021, pp. 17). Intercultural communication emerged in the attempt to find a different way of approaching and teaching about culture. In his works, Hall (1959, 1966, 1976) expresses a strong interest in non-verbal elements of communication, such as the cultural perception of time, space, and body language.

Given a closer look, Neuliep (2021) explains that an act of intercultural communication requires two or more people from different cultures exchanging verbal and non-verbal information. In addition to that, important part of this act is played by a variety of contexts (cultural, microcultural, environmental, perceptual, and sociorelational), referring to the environment, situation or circumstances surrounding the mentioned communication act. Context may be understood as "just one of many ways of looking at things" (Hall, 1976, pp. 113), however, it is the component on which human communication depends. Neglection of contextual differences may lead straight to cultural misunderstandings or irritative experience of the user, for example, if a person belonging to a high-context culture is burdened with unnecessary information, or a person from low-context culture is experiencing a lack of information that is vital for him or her (Hall, Hall, 1989).

Contextual characteristics within communicative situations determine that some people prefer verbal communication codes rather than the nonverbal ones (eye contact, body language, space, etc.). Others, on the other hand, focus on the exact opposite (Neuliep, 2021). Hall (1976) calls the need for explicit verbal codes *low-context communication* and the inclination towards understanding information based on the physical, social, and psychological contexts he refers to as *high-context communication*.

Fig. 6. Country classification by context (adapted from Hall (1976)

To get a better view of the differences between the two types, the following characteristics can be identified. To begin with, low-context cultures rely on the verbal code as the main source of information, whereas high-context cultures relate to minimized verbal content and tend to have restricted code systems meaning that communication is specific to particular people, place, and times. Moreover, when looking for information, high-context cultures are guided by contextual elements rather than the language code. Low-context cultures, on the contrary, use explicit verbal codes for meaning creation and interpretation, mainly because members of these cultures have less contact with

each other. In addition, low-context cultures are extremely fond of detailed written communication. High-context cultures, on the other hand, foster closer personal ties and tend to have more familiar personal relationships, for this reason, most often people already share lots of important information among them. High-context communication is effective and pleasant, messages are interpreted based on the accumulated knowledge (words are preferred much less than symbols or pictures) and understanding lies in the hands of everyone involved in the process of communication (Hermeking, 2006, Neuliep, 2021). Among other things, according to Hermeking (2006), it is very important to consider and evaluate culturally appropriate ratio of emotional and rational content, mainly dependent on the cultural communication styles (see Fig. 7).

Content appeal

information/rational   enterntainment/emotional

written text

Low-context
communication

Layout

High-context
communication

visual picture
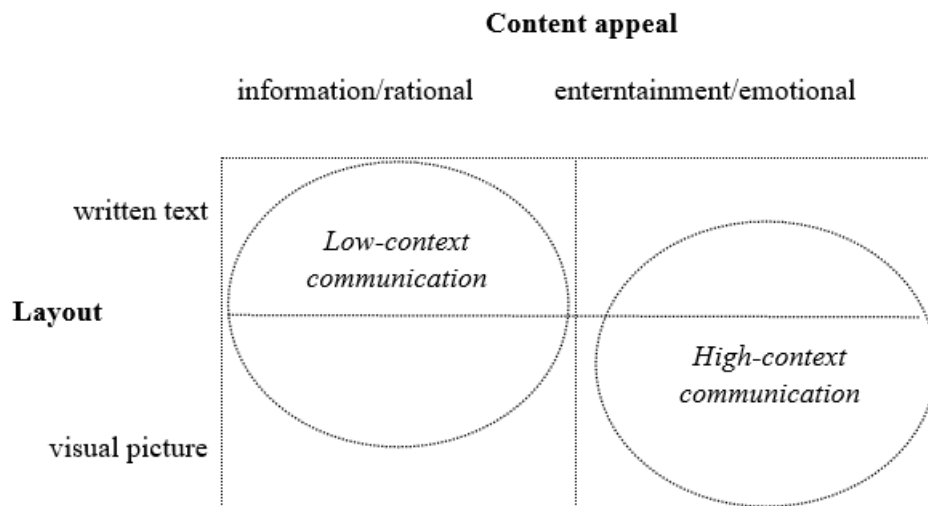
Fig. 7. Relation between written/visual content and communication styles (Hermeking, 2006)

What is interesting, Neuliep (2021) identifies the perception of silence as one of the key differences between the types of cultures. Whereas low-context cultures might find silence as disruptive, in high-context cultures silence, like body language, can be used as a communication device (or tactic). This is mainly due to the fact that talking is very common to low-context people and they perceive silent people negatively or, in other words, they think that "silence communicates problem" (Neuliep, 2021, pp. 59).

Another classification of cultures proposed by Hall (1976; 1983) is based on their time orientations. Monochronic approach to time refers to focusing on one task at the time as well as handling the tasks carefully and in a sequential order. Hermeking (2006) notices that monochronic time orientation is best represented by websites with a lot of explicit information, divided into compartments and well-structured, filled with explicit navigation tools rather than extensive, indefinite multimodal content. Monochromic cultures often tend to be low context. The opposite orientation is polychronic time, focusing on multitasking and time (including material things or achievements) being valued less than the interpersonal relations. When discussing web site designs that are appropriate to polychronic cultures, Hermeking (2006) emphasizes the importance of including a large amount of visual material, animations as well as real multimedia elements. Polychronic people pay considerably less attention to explicit navigation or quick and clear structure of the website, since they rely on symbolic cues and intuitive navigation to ensure entertaining and pleasant user experience. Respectively, polychronic cultures are usually high context.

1.2.2. Hofstede's cultural dimensions

One more way to approach the cultural differences and culture-specific preferences in respect of cross-cultural website design is by using cultural dimensions model (6-D Model) introduced by Hofstede, Hofstede, and Minkov (2010), which is based on a set of six cultural factors related to universal aspects of relationships existing within society. As explained by Hofstede et al. (2010), the starting point of the cultural research is values as they are an unchanging element of culture.

The Hofstede's model itself was developed following a large-scale study of work-related values of IBM employees performing similar functions in different international branches. According to Hofstede et al. (2010), application of the model provides the possibility of assigning scores to countries indicating their level of the following cultural factors:

– Power distance is defined as "the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally" (Hofstede et al., 2010, pp. 61). This to say, power distance index (PDI) deals with the subordinates' dependence and interdependence on the superiors, e.g., countries with a small PDI are characterized by a relatively low emotional distance. In countries with high PDI, on the contrary, subordinates are extremely dependent, or even counter dependent, on the superiors. The resulting emotional distance means that subordinates avoid approaching their superiors, let alone opposing them.

– Individualism (IDV) refers to societies with loose interpersonal relations, where everyone is concerned about their own well-being and that of their immediate circle. While collectivism, by contrast, relates to societies with dominant strong and cohesive groups, members of which are guided by unquestioning loyalty.

– Masculinity (MAS) within society is manifested in a clear divide between male and female roles, e.g., men are expected to stay tough and oriented towards material prosperity, while women are seen as more gentle beings, who are more interested in the qualitative aspects of life. Femininity, meanwhile, refers to shared gender roles, where men can be gentle and just as concerned about quality of life as women.

– Uncertainty avoidance (UAI) is explained as "the extent to which the members of a culture feel threatened by ambiguous or unknown situations" (Hofstede et al., 2010, pp. 191). Specifically, it is a feeling that can be overcome by predictability, or, in other words, establishing written or unwritten rules. Interestingly enough, this dimension is especially dependent on the eye of the beholder, e.g., some people living in countries with high UAI, may seem restless, vigorous or suspicious, while the ones coming from cultures with low UAI, may appear boring, slow or even lazy.

– Long-term orientation (LTO) refers to cultures working hard in the present to achieve positive results in the future. Members of these cultures are characterized by perseverance and thrift. The opposite of this is short-term orientation, which relates to respect to the past and present: results have to be achieved promptly, people feel pressure to conform to social norms and commitments as well as to take care of their image within society.

- Indulgence dimension (INDL) can be described as people's will to allow themselves, without remorse, to enjoy life, or, in other words, it is "a feeling that one has the liberty to live one's life more or less as one pleases" (Hoftstede et al., 2010, pp. 281). Restraint, on the other hand, is linked to the belief that such human needs should not be expressed, but rather limited by strict social norms (Hofstede et al., 2010).
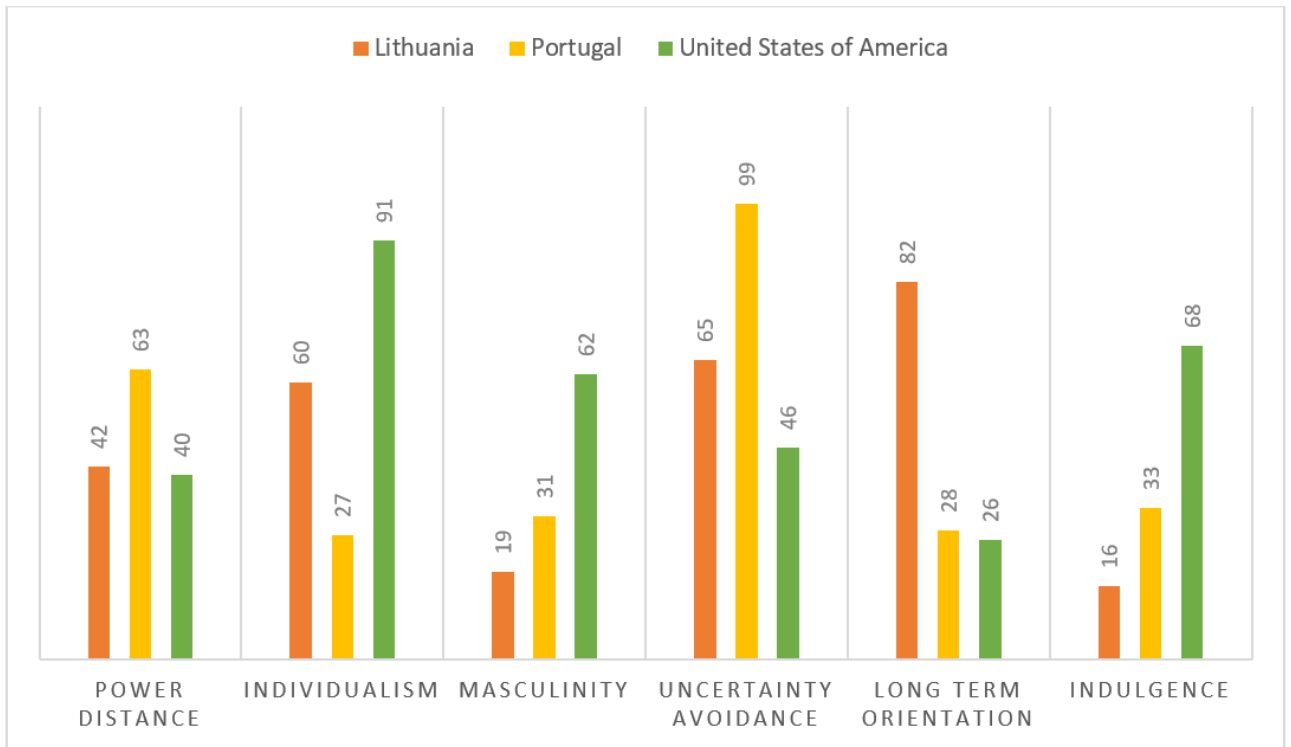

Fig. 8. Country comparison through the lens of the 6-D Model based on Hofstede et al. (2010)

Hofstede's dimensions are probably the most commonly used cultural models for the analysis of cross-cultural websites and, despite the criticism expressed by some scholars, the usefulness of this model is undeniable.

1.2.3. Lewis cultural categories

Despite the fact that Lewis (2006) compares creating national profiles on people to a dangerous activity, which may lead to a great deal of inaccuracy and stereotyping, the scholar makes the following generalizations on what one person from the same nation shares in common with another. He distinguishes the cultures of the world into three categories:

- Linear-actives are identified as people keen on planning and strict organizational habits, being oriented towards carrying out tasks according to the principle of action chains as well as doing one thing at the time. It is quite obvious that this classification has a lot in common with Hall's notion of monochronic cultures.
- Multi-actives refer to people, who prioritize handling multiple tasks at the same time and arranging their priorities in accordance with the emotions that the meetings or appointments bring. By comparison, many of the characteristics listed are consistent with people's polychronic view of time, as identified by Hall.

– Reactives are typically cultures that value courtesy and respect above everything else. In addition, members of reactive cultures always listen well to speakers and kindly respond to their opinions and suggestions (Lewis, 2006).
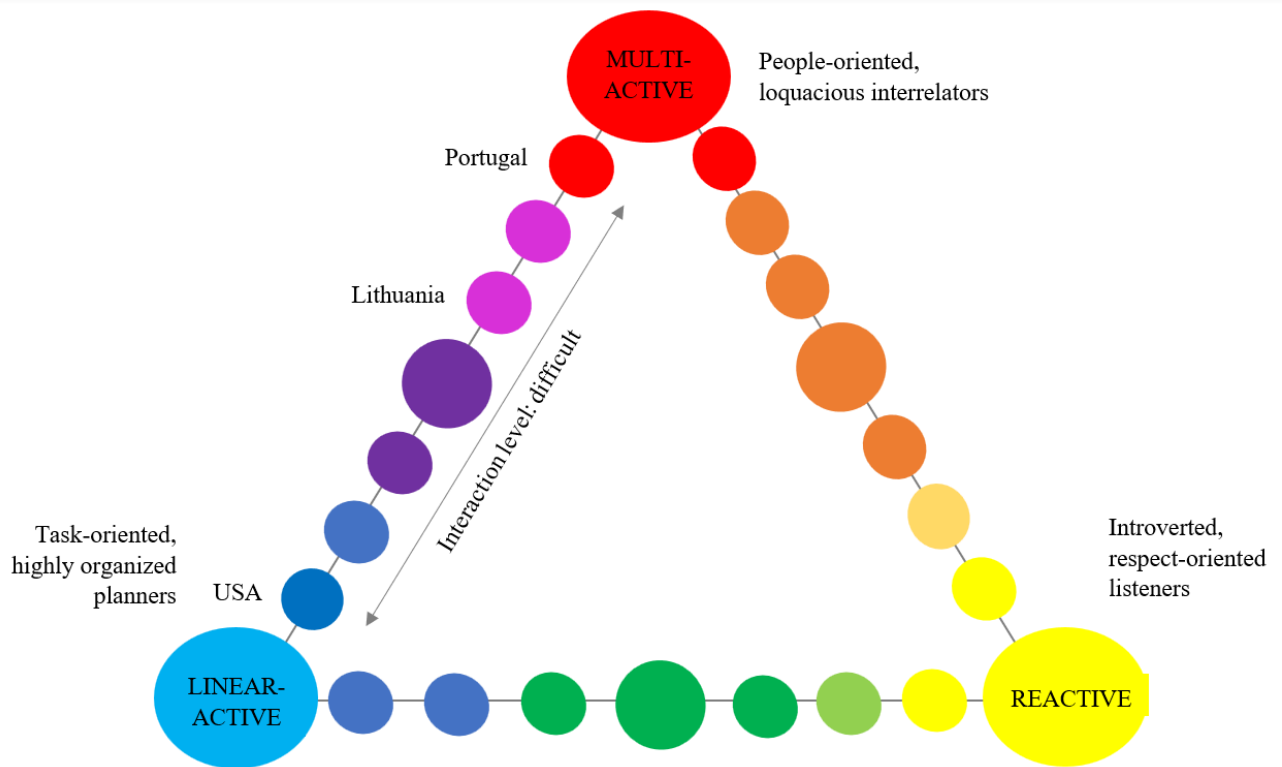
Fig. 9. Cultural types and interaction levels as outlined by Lewis (2006)

The analysis of cultures using these categories allows a better assessment of the behaviour of members of a particular culture, explaining their actions in specific situations and, most importantly, find common points of view and avoid conflicts (Lewis, 2006). As illustrated in Fig. 9, the Portuguese and American cultures analysed in this paper belong to different, almost opposite categories, while Lithuania is presented roughly in the middle, with a slight inclination towards the multi-active type. Lewis (2006) describes the interaction between the linear-active (USA) and multi-active (Portugal) cultures as difficult and challenging. A similar observation can be made when comparing the levels of interaction between the USA and Lithuania. On the other hand, Lithuania and Portugal should have quite a number of cultural similarities, facilitating interaction between them, as well as coinciding preferences in terms of website design, which is relevant to this paper.

To summarize, application of the cross-cultural models discussed above has become a common scientific practice after the realization that localization of digital content goes beyond the mere act of text translation. Namely, it requires deep cultural knowledge and sensitivity, the lack of which can not only cause cultural misunderstandings but can also lead to creating a completely unacceptable website and thus damaging the image of the organization that the said website represents. Understanding culture-specific preferences, on the other hand, allows to perform successful localization projects for the target locales. For the analysis of the Master thesis, three cross-cultural models introduced by Hall and Hall, Hofstede et al. and Lewis have been chosen, which complement each other in finding out the localization strategies applied to the UNICEF websites in three culturally different countries: Lithuania, Portugal, and the United States of America.

2. Analysis of the cultural localization decisions on the UNICEF websites

The second part of the thesis relates to cultural localization decisions on the websites of the UNICEF: UNICEF Lithuania, UNICEF Portugal, and UNICEF USA. The analysis of the mentioned websites aims at indicating whether the websites are localized based on five localization strategies discussed in the theoretical part of the thesis, as well as at evaluating the depiction of cultural values in each of the websites. The mixed method research is carried out by applying the descriptive and the comparative analysis to the localized UNICEF websites for the Lithuanian, Portuguese, and American cultures. The distinct methodological field, consisting of combining and mixing quantitative and qualitative elements, is chosen for achieving a broader and deeper understanding of the research problem (Meister, 2018).

2.1. Research methodology

The **object** of the research is the websites of the United Nations Children's Fund (UNICEF) localized for the Lithuanian, Portuguese, and American cultures. The scope of the research consists of 3 websites, of which the average number of web pages analysed is 27 in the Lithuanian, 30 in the Portuguese and 90 in the American websites, **full scope** of the research being around 150 pages. The reasoning behind the choice of the countries for the analysis is clearly different cultural classification provided by Hall (1976), Lewis (2006) and Hofstede et al. (2010), suggesting that these countries have contrasting cultural preferences in relation to websites.

Given the multidisciplinary nature of localization and the interdisciplinarity of Translation Studies, the **mixed method research** is chosen as the most appropriate way of exploring cultural localization decisions and the reasons behind them in greater depth. Most importantly, it allows answering the main **research question**: whether the cultural values depicted on the websites correspond to the values of Lithuania, Portugal, and the USA. The **methods used** to answer this question are the descriptive and the comparative analysis.

The research is divided into the two parts. In the first one, Lithuanian, Portuguese, and American websites are evaluated based on the strategies for successful localization (Mushtaha, Troyer, 2009, 2012): the differences in text, layout and organization, colours, pictures, graphical elements, and sounds, as well as interaction and navigation are identified (see Table 1 below).

Table 1. Localized website elements

Website element	Description
Text on websites	Element related to the content (level of formality), the language used, language cues, text orientation (centre, left-right, right-left), font type, size, and style.
Layout and organization	Element deals with the overall image of the website. Specifically, what impression it leaves to the user, what feeling it evokes and the form it has.
Colours	Element refers to colours and colour combination.
Pictures, graphic elements, and sound	Element relates to the images, illustrations, icons and symbols, flags, and gestures as well as audio, banners, and trust signs.
Interaction and navigation	Elements refer to any form of communication between a user and the website; the element refers to the possibilities of a user to move through the website.

In the second part, Lithuanian, Portuguese, and American websites are compared based on the models for cross-cultural communication distinguished by Hall (1976), Hofstede et al. (2010), and Lewis (2006). Specifically, a framework (adapted from Singh et al. (2005), consisting of 10 cultural dimensions is created to analyse the cultural content in the localized websites of UNICEF Lithuania, Portugal, and USA (see Appendix 1). The values depicted on the websites are manually evaluated on a Likert scale from 1 (not depicted) to 5 (clearly depicted). It is worth noting that the focus is on a detailed description of the websites based on the specified dimensions. The numerical expression (see Appendix 2) is provided for general comparison only.

Table 2. Cultural dimension framework adapted from Singh et al. (2005)

Dimension	Categories for evaluation
Power distance	*Organizational hierarchy information.* *Pictures of leading bodies withing the organization.* Pictures of executives, important people in the industry or celebrities. *Vision statement.* *Pride of the achievements.* Buildings built from donations, etc.
Individualism	*Strict privacy policy.* *Independence theme.* Images depicting individual people and achievements, importance of the individual contribution. *Uniqueness of organization initiatives.* *Personalization.* Individual greeting with a user and acknowledgements.
Collectivism	*Comprehensive community policy.* *Newsletter.* Online subscriptions, magazines, and newsletters. *Family theme.* Images of family and extended family, emphasis on joint effort. *Symbols and images of national entity.* Flags, pictures of historic monuments, pictures reflecting uniqueness of the country, country specific symbols in the form of icons.
Masculinity	*Interactive website elements.* *Realism theme.* Less fantasy and imagery on the website, to-the-point information. *Organization effectiveness.* Campaign durability and quality information. *Clear gender roles.* Separate pages for men and women, depiction of women in nurturance roles, depiction of men as macho, strong, and in positions of power.
Long-term orientation	*The dimension is not used for the analysis as the cultural categories describing it (encouragement of donating and helping others today for a better future tomorrow) coincide with the type and mission of the organization.*
Indulgence	*The dimension is not used for the analysis as the cultural categories describing it (recognition of basic and natural human desires to enjoy life and have fun) coincide with the type and mission of the organization.*
High-context culture	*Politeness and indirectness.* Greetings and images expressing politeness, meaningful and subtle language (common indirect expressions like "perhaps", "probably" and "somewhat"). *Milder, emotionally lighter content.* *Aesthetics.* Focus on bold use of colours, images, and context.
Low-context culture	*Intensive website tone.* Use of superlative words and sentence like "We are the number one", "The leader", "World's greatest". *Importance of the organization.* *Extensive reports and documentation on organization's activity.*
Linear-active culture	*Well-structured website design.* Clear, logical, and sequential navigation (structuring of information). *Fact-based* information only.
Multi-active culture	*Complex, engaging, and interactive website design.*

	Emotion-evoking content.

Textual content of the websites is analysed by identifying and comparing similar units of information presented on all three websites, namely, the menu items or secondary menu items (slogans, vision, mission, general organization related characteristics, calls for donations, structural parts of the website, etc.). Visual content analysis of the websites focuses on a static snapshot approach: since web content is constantly updated and changed, all snapshots of the websites are taken at the same time from February to April (2022) for the results to be objective.

2.2.   Localization of UNICEF websites in accordance with website localization strategies

The first part of the analysis focuses on the strategical localization decisions made to present information to people for different cultures, including not only the type of information but also its tone, formality, and organization. Firstly, attention is paid to the textual information as the main message carrier: which information and how it is presented on the websites, what it is decided to be transformed or omitted and what are the reasons behind such decisions. Secondly, the rest of the content is examined, starting from the website layout and navigation to colours, images, animation, interactive features, and sounds, which carry culture-specific connotations and are the most important determinants of whether a website will look trustworthy and appealing to the user. While the second part of the analysis covers the cultural localization decisions, aiming to decide the extent to which cultural values of Lithuania, Portugal and the United States of America are depicted on the websites localized for the mentioned cultures. Well-known models of cross-cultural communication developed by Hall, Hofstede et al. and Lewis are used to achieve this goal. Specifically, the countries and their websites are compared based on different set of cultural variables. Being aware of an overall UNICEF localization strategy, aiming to give as much freedom and power as possible to the hands of the local organization, it is of particular interest to know whether this approach of culturally tailoring content to specific locale is also reflected on websites.

2.2.1.   Linguistic localization

Textual elements play a particularly important role in this thesis because, as stated in the theoretical part, the phenomenon of localization is approached from a linguistic perspective, and it is considered that text and its translation are one of the essential components of the localization process per se. In addition, textual elements used on the website have significant importance for the user to achieve the purpose for which he or she visited the website: to successfully find the needed information or to carry out a desired task. This can be achieved by taking into consideration several aspects, including the necessary **amount of text** and **its formality** in respect of the expectations of the target locale, the general culture-specific preference to **textual** (reading) **/ visual** (seeing) information, or, possibly both information types, the need for other relevant **(additional) information** (e.g., Convention on the Rights of the Child provided in all analysed websites) and the use of **language specific** to the target culture.

First, comparison of the slogans of UNICEF provided together with the logo in the Lithuanian and Portuguese websites reveal a certain linguistic distinction (see Table 3). While the Lithuanian version follows the wording of the international slogan *for every child*, the Portuguese version puts emphasis on UNICEF *for all the children*. Interestingly enough, the US version does not provide any slogan together with the logo on the top left corner of the website as the other two websites do. However, it

does have two separate website banners with a corresponding text *Relentlessly Pursuing a Better World for Every Child* and *Always There for Children in Crisis*.

Table 3. UNICEF slogans

Lithuania	Portugal	The United States of America
UNICEF už kiekvieną vaiką	UNICEF para todas as crianças	*Slogan with logo not found*

Another comparison is made between the central topic provided on the homepage of the websites closely related to the major humanitarian crisis currently happening in Ukraine (see Table 4). It is visible that despite stressing the same topic, the countries do it in a linguistically different form. Lithuanian text, written in especially polite form, is addressed directly towards the website users. Moreover, capital letters and a large font size are used for the message to stand out, and possibly provoke a stronger reaction (*PRAŠOME JŪSŲ PAGALBOS* directs straight to donation platform). In contrast, the message on the Portuguese website is very concise (noun phrase structure is used) and in in standard (small) font. The second statement asking to make a donation now (*Faça um donativo agora*) is highlighted by placing it in a red rectangular bar (the colour connotations to be discussed in the next section). The US website is perhaps the most striking in its presentation of the war in Ukraine: the text is placed in brightly coloured bars, written in different fonts and sizes, mostly capitalized and an intensely communicated warning *URGENT: WAR IN UKRAINE*. Similarly, to the Portuguese website, the US website also choose a more general wording and the user is not addressed directly.

Table 4. Main topic on the UNICEF homepage

Lithuania	Portugal	The United States of America
PADĖKITE VAIKAMS UKRAINOJE PRAŠOME JŪSŲ PAGALBOS	Emergência Ucrânia Faça um donativo agora	URGENT: WAR IN UKRAINE UNICEF in on the ground helping Ukraine's children

Going further, the top menu bar is compared (see Table 5). It should be noted that the websites have a similar division of the main menu (three to four sections) provided at the top of the homepage. Nevertheless, the titles of the sections do differ. While Lithuanian menu distinguishes the description of UNICEF activity, the ways to contribute to the organization (by emphasizing the role of the user within the organization (*Jūsų parama / Your support*) and the general information, the Portuguese menu adds actualities on top of the rest of the sections. Titles of the sections are generic or refer to the organization rather than the user (*O que fazemos / What we do*). The US menu provides a mission statement, information on people involved in UNICEF activities and the general organizational details. All three of these aspects are presented using a pronominal construction (*our mission / our supporters / about us*), emphasizing the organization as the centre of it all.

Table 5. Calls for donation

Lithuania	Portugal	The United States of America
PAAUKOK VAIKAMS PRAŠOME JŪSŲ PAGALBOS PAAUKOK DABAR	Ajude a UNICEF Faça um donativo agora Donativos UNICEF Quero Ajudar!	DONATE NOW HOW TO HELP: Donate Monthly, Sign up, Fundraise DONATE

Lithuania	Portugal	The United States of America
		Complete your gift to make a difference: I'm ready / Not today
		HELP NOW
		DONATE NOW
		Be an Active Supporter

When comparing websites, it is clearly visible that the US website is full of features localized specifically for the American users. One of the examples could be the interactive call buttons directing to the donation platform. If the Lithuanian website has three call buttons *(PAAUKOK VAIKAMS / Donate for children*, *PRAŠOME JŪSŲ PAGALBOS / We are asking for your help* and *PAAUKOK DABAR / Donate now)* and the Portuguese website has four *(Ajude a UNICEF / Help UNICEF*, *Faça um donativo agora / Make a donation now*, *Donativos UNICEF / UNICEF donations* and *Quero Ajudar! / I want to help!)*, the American website is filled with different interactive links calling for donations, as well offering various options to do so *(DONATE NOW*, *HOW TO HELP: Donate Monthly*, *Sign up*, *Fundraise*, *DONATE*, *Complete your gift to make a difference: I'm ready / Not today*, *HELP NOW*, *DONATE NOW*, *Be an Active Supporter)*, all of which are presented in different bars, colours and font sizes, some of them written in capital letters to attract more attention.

Looking at larger textual units, the first to be compared is a vision of UNICEF (see Table 6). The most evident difference between the way of presenting the vision statement is the density of information. In the Lithuanian website, UNICEF vision is presented as *Pasaulis, kuriame realizuojamos kiekvieno vaiko svajonės / A world in which every child's rights are realised*, whereas the Portuguese website introduces the vision *as A nossa visão / Our vision*, followed by a statement *A Visão da UNICEF é um mundo onde os direitos de todas as crianças sejam uma ,realidade / The vision of UNICEF is a world in which the rights of all children are realised*. The same pattern as in the text of the slogan emerges here: although the slogan sounds almost identical in both languages, the Lithuanian version emphasises the importance of *every* child, while the Portuguese version emphasises the importance of *all* children. Similarly, the next sentence of the vision statement both in Lithuanian (*Savo darbu UNICEF stengiasi sukurti pasaulį, kuriame visi vaikai, ypač pažeidžiamiausi ir gyvenantys socialinėje atskirtyje, turi lygias galimybes išgyventi ir klestėti / UNICEF's work aims to create a world where all children, especially the most vulnerable and living in social exclusion, have an equal chance to survive and thrive)* and in Portuguese (*A UNICEF trabalha para que todas as crianças do mundo, especialmente as mais vulneráveis e desfavorecidas, tenham uma oportunidade justa na vida que lhes permita desenvolver e concretizar todo o seu potencial, para a construção de um mundo melhor / UNICEF works to ensure that all children in the world, especially the most vulnerable and disadvantaged, have a fair chance in life that allows them to develop and realize their full potential, to build a better world)* carries a very similar idea, although in the Lithuanian language, it is constructed in a slightly different order, making it shorter, clearer and more appealing to the Lithuanian ear. While the Lithuanian description of UNICEF vision ends with the two sentences discussed above, the Portuguese website describes the vision in much more detail: *Queremos que todas as crianças tenham acesso a serviços de saúde de qualidade, acesso à educação, que sejam protegidas, que tenham uma nutrição adequada, acesso a água e saneamento / We want all children to have access to quality health services, access to education, to be protected, to have adequate nutrition, access to water and sanitation*. It finishes with the generalization stating that *Queremos que todos os seus direitos sejam postos em prática, todos os dias e em todos os lugares*

do mundo / We want all their rights to be put into practice, every day and everywhere in the world.
Interestingly enough, the vision statement is not found the ES website at all.

Table 6. UNICEF vision statement

Lithuania	Portugal	The United States of America
UNICEF VIZIJA Pasaulis, kuriame realizuojamos kiekvieno vaiko teisės. Savo darbu UNICEF stengiasi sukurti pasaulį, kuriame visi vaikai, ypač pažeidžiamiausi ir gyvenantys socialinėje atskirtyje, turi lygias galimybes išgyventi ir klestėti.	A nossa visão A Visão da UNICEF é um mundo onde os direitos de todas as crianças sejam uma realidade. A UNICEF trabalha para que todas as crianças do mundo, especialmente as mais vulneráveis e desfavorecidas, tenham uma oportunidade justa na vida que lhes permita desenvolver e concretizar todo o seu potencial, para a construção de um mundo melhor. Queremos que todas as crianças tenham acesso a serviços de saúde de qualidade, acesso à educação, que sejam protegidas, que tenham uma nutrição adequada, acesso a água e saneamento. Queremos que todos os seus direitos sejam postos em prática, todos os dias e em todos os lugares do mundo.	*Not found*

Another interesting aspect to compare is the way of presenting UNICEF mission on the analysed websites (see Table 7). Similar to the vision of the organization, the first obvious difference concerns the length of the text: the Lithuanian version being considerably shorter in comparison with the Portuguese one, with the American websites taking a middle position between the other two. In the Lithuanian website, the mission is generally introduced as *UNICEF MISIJA / UNICEF MISSION*, while in the Portuguese and American websites it is introduced in a rather personalized way as *A nossa missão / our mission*, which tends to create an impression that the website user is closer to being a part of the organization. As for the first statement of the mission, the information presented in Lithuanian and Portuguese shares a number of similarities: it is noted that *the United Nations General Assembly has mandated* (in Portuguese, the passive voice is used) *the United Nations Children's Fund (UNICEF)* (in Portuguese, only the abbreviation *UNICEF* is used*) to protect the rights of children, to help them meet their basic needs* (in Portuguese, *meeting basic needs* is replaced with *saving lives*), *and to expand their opportunities to reach their full potential*. In Portuguese, *reaching full potential* is complemented with a phrase *to build a better world.*

The American website presents information in a slightly different way, starting with a catchy motto *Helping every child thrive, all over the world*, and moving to a more detailed description of the work of UNICEF. The way of presenting the mission on UNICEF USA distinguishes by a frequent emphasis on the uniqueness of the organization and its achievements. The examples of illustrating this are the following: *over eight decades* (emphasizing the long life of the organization), *unprecedented global support system* (emphasizing that this organization has no equal), *relentlessly works day in and day out* (emphasizing continuous efforts), *we have helped save more children's lives than any other humanitarian organization*. Special attention is paid to the work of UNICEF USA and its input (*UNICEF USA advances the global mission)*. Extensive use of adjectives, e.g., *the world's most vulnerable children*, is noticed to create more sensitive and highly impactful content.

The second part of the mission in the Lithuanian and Portuguese websites consist of acknowledging that UNICEF is guided by the UN Convention on the Rights of the Child. In addition, the Portuguese version of the website specifies that the Convention is the most widely ratified human rights treaty ever (*o tratado de direitos humanos mais amplamente ratificado de sempre*). UNICEF Lithuania indicates that the organization strives to make the rights of children a universally recognized ethical principle and an international standard for the treatment of children (*UNICEF <…> siekia, kad vaiko teisės taptų visuotinai priimtu etiniu principu ir tarptautiniu elgesio su vaikais standartu*). Both Lithuanian and Portuguese websites explain that UNICEF's ambition is focused on making the survival, security and development of children a requirement for sustainable development. In the Portuguese website, it is added that the said development is essential to human progress (*o desenvolvimento, indispensáveis ao progresso humano*).

The Portuguese website is the only one providing the details on working for the most disadvantaged children (*com deficiência, vítimas de guerra, de desastres naturais, da pobreza extrema, de todas as formas de violência e de exploração / the disabled, victims of war, natural disasters, extreme poverty, all forms of violence and exploitation*), aiming at promoting equal rights of women and girls and supporting their inclusion in the political, social and economic development within the communities they live in (*promover a igualdade de direitos das mulheres e apoiar a sua plena participação no desenvolvimento político, social e económico nas comunidades onde estão inseridas*), as well as achieving, together with the partners, the Sustainable Development Goals (*Objectivos de Desenvolvimento Sustentável*). The reasons behind the detailed presentation of information in the Portuguese website compared to other countries are discussed in the next part of the analysis.

Table 7. UNICEF mission

Lithuania	Portugal	The United States of America
UNICEF MISIJA Jungtinių Tautų Generalinė asambleja įgaliojo Jungtinių Tautų vaikų fondą (UNICEF) ginti vaikų teises, padėti jiems tenkinti savo pagrindinius poreikius, išplėsti galimybes išnaudoti visą savo potencialą. UNICEF vadovaujasi Vaiko teisių konvencija ir siekia, kad vaiko teisės taptų visuotinai priimtu etiniu principu ir tarptautiniu elgesio su vaikais standartu. UNICEF siekia, kad vaikų išlikimas, saugumas ir raida taptų darnaus vystymosi reikalavimu	A nossa missão A UNICEF é mandatada pela Assembleia Geral das Nações Unidas para promover e defender os direitos das crianças, trabalhando para salvar as suas vidas, defender os seus direitos e ajuda-las a concretizar todo o seu potencial, para a construção de um mundo melhor. A sua acção rege-se pela Convenção das Nações Unidas sobre os Direitos da Criança, o tratado de direitos humanos mais amplamente ratificado de sempre. A UNICEF reitera que a sobrevivência, a protecção e o desenvolvimento de crianças são imperativos universais para o desenvolvimento, indispensáveis ao progresso humano**.** A missão da UNICEF é assegurar protecção especial às crianças mais desfavorecidas, com deficiência, vítimas de guerra, de desastres naturais, da pobreza extrema, de todas as formas de violência e de exploração. A UNICEF visa, através dos seus programas nacionais, promover a	our mission Helping every child thrive, all over the world Over eight decades, the United Nations Children's Fund (UNICEF) has built an unprecedented global support system for the world's children. UNICEF relentlessly works day in and day out to deliver the essentials that give every child an equitable chance in life: health care and immunizations, safe water and sanitation, nutrition, education, emergency relief and more. UNICEF USA advances the global mission of UNICEF by rallying the American public to support the world's most vulnerable children. Together, we have helped save more children's lives than any other humanitarian organization.

Lithuania	Portugal	The United States of America
	igualdade de direitos das mulheres e das raparigas e apoiar a sua plena participação no desenvolvimento político, social e económico nas comunidades onde estão inseridas. UNICEF trabalha com todos os seus parceiros para o alcance dos Objectivos de Desenvolvimento Sustentável, adoptados pela comunidade internacional reunida na Assembleia Geral das Nações Unidas em 2015, que constituem a nova agenda global para a realização da visão de paz e progresso social consagrada na Carta das Nações Unidas	

Due to the large amount of localized content, it is difficult to compare localisation on Lithuanian, Portuguese and US websites from a linguistic point of view. Specifically, information is grouped and presented in different ways. As an example, activities of UNICEF can be considered as they are introduced in all the analysed websites. In the Lithuanian website, this information is presented as a drop-down list, constisting of six items (*švietimas ir ugdymas / education, išgyvenimui būtinas maistas / food necessary for survival, švarus geriamas vanduo / clean drinking water, vakcinos / vaccines, pagalba nelaimių zonose / disaster refield, apsauga nuo smurto / protection against violence*) under the section *UNICEF veikla / UNICEF activity* on the main menu. Each of the said items has a web page with well-illustrated information related to the matter. In the Portuguese website*, Áreas de Actuação / Areas of activity* are introduced under the section *O que fazemos / What we do* on the main menu. However, there are differences in some of the areas and the number of areas presented (*Sobrevivência e Desenvolvimento / Survival and Development, Educação / Education, Protecção Infantil / Child Protection*, *Alterações Climáticas / Climate Change*). Although, similarly to the Lithuanian website, each area of activity is presented on a separate web page, in the Portuguese version information is presented in a much more concise way. Meanwhile, on the American website the areas of the organization's activity are presented under *our mission* section on the main menu bar, divided into three drop-down lists *Saving Lives, Building Futures* and *Emergency Relief*. The *Saving Lives* list encompasses *Health*, *Immunization*, *Nutrition*, *Protection*, *Relief* and *Water*, the *Building Future* list encompasses *Child Trafficking*, *Climate Change*, *Development*, *Disabilities*, *Education*, *Equity for Girls*, *Innovation*, *Mental Health*, *Sponsor a Child* and *Voice*, and the *Emergency Relief* list encompasses *Child Migrants*, *Child Refugees*, *Conflict*, *Coronavirus (COVID-19)*, *Cyclones*, *Earthquakes*, *Food Crises*, *Hurricanes*, *Monsoons*, *Thunamis* and *Typhoons*.

All in all, the analysed websites tend to complement information with statistical data to substantiate current achievements of the organization, whereas the Lithuanian website is distinguished by its tendency to present individual stories to make people empathise with a complex reality of children in need, especially the ones living in distant lands less familiar to Lithuanian people. There is a notable tendency in all of the analysed websites to present parts of text in capital letters, different fonts, sizes and colours aiming to distinguish certain information, which is supposed to carry a greater emotional weight. Left-to-right text orientation prevails on all websites, except for a few cases, where mottos or statements that require special attention are cantered in UNICEF USA. Finally, speaking about the level of language formality, the Lithuanian version tends to use the polite form to address the user

(*Padėkite vaikaims Ukrainoje / Help the children in Ukraine*, *Prašome jūsų pagalbos / We are asking for your help*, *Jūsų parama UNICEF / Your donation to UNICEF*, *Skaitykite JT Vaiko Teisių Konvenciją / Read the UN Convention on the Rights of the Child*, *Remkite UNICEF / Support UNICEF*, *Jūsų parama svarbi / Your support matters*, *Jūs galite padėti: Tapkite reguliariu UNICEF rėmėju, Paaukokite šiandien, Kviečiame UNICEF savanorius / Ways to help: Become a regular UNICEF supporter, Donate today, Welcome to UNICEF volunteers*). However, this is not the case with call for donation buttons using informal language (*Paaukok vaikams / Donate to children, Paaukok dabar / Donate now*). Similarly, the Portuguese website uses only formal language and addresses the user in a polite manner (*Clique aqui para sabe como / Click here to know how, Faça um donativo agora / Make a donation now, Ajude a UNICEF / help UNICEF, Torne-se doador mensal da UNICEF / Become a UNICEF monthly donor, O seu donativo permite que a UNICEF responda às necessidades / Your donation enables UNICEF to respond to the needs, Conheça todas as campanhas da UNICEF Portugal / Learn about all UNICEF Portugal campaigns*). Considering the fact that UNICEF Brand Book sets the tone of the organization's voice to be direct, authoritative, positive and engaging, these principles are followed in all three websites. To summarize, the websites of all countries are clearly different, and the localisation solutions chosen are tailored to each of them individually. However, the textual content analysis shows that there are similarities between the solutions adapted to Lithuanian and Portuguese cultures. On the other hand, the United States website shows clear differences compared to the other two websites, from information density to presentation.

2.2.2. Visual localization: layout, navigation, colours, images, and sounds

In addition to the linguistic localization discussed in the previous subsection, there are five other aspects that need to be considered in order to successfully localize a website. Specifically, these aspects include page layout and organization, colours, pictures, graphic elements, and sound, as well as interaction and navigation. All these elements are discussed in the same subsection as they are closely interrelated to one another and, to a certain extent, together they create an overall image of the website, which determines the impression and experience the user is left with.

To start with, UNICEF Lithuania, UNICEF Portugal and UNICEF USA share the same left-to-right / horizontal **layout** (see Appendix 1), commonly used for websites in English and other European languages. This layout is a common, convenient, and easy-to-use way of organizing information: the main menu is at the top of the page (in the Lithuanian and American versions it is in the centre of the page, and in the Portuguese version it is slightly to the right), with a drop-down list of topics according to the user preferences. The structure of all three sites is similar when scrolling down, with news and topical issues below the cover image of the website and standard links such as transparency documents, donation information, contacts, and links to the organization's social networks further down. Although this aspect may sometimes seem insignificant, a culturally familiar layout of the content, which allows the user to predict where to look for particular information, is crucial to avoiding confusion and the resulting frustration, to saving time and, most importantly of all, to ensuring the purpose for which the visitor came to the site in the first place (be it a search for basic information about the organization's activities, a desire to dispel doubts about the transparency of the use of the funds raised, or simply a wish to make a quick and effective contribution to the well-being of children in need).

The second of the above elements is **colour**. Looking closely at the websites, the most striking feature in terms of colour is the difference in the background of the website, especially in the case of Portugal.

While the Lithuanian and American sites have a white background and certain parts of the site are distinguished by using neutral earth colours (light grey, brown), the Portuguese website attracts attention with a dark, starry night sky-like background. It is no secret that in the Western cultures, white is a positive colour relating to clarity, transparency, safety, and hope. It is simplistic and seems to make other colours stand out, which is handy for drawing attention to information or other content when presenting it in different colour. This approach (the use of colours to draw attention to certain information) is very typical within the analysed websites and will be discussed below.

Going back to the unusually dark background colour of UNICEF Portugal, it is important to note that this background is specific to the homepage, while the other pages are traditionally white just like the background of the Lithuanian and American websites. Nevertheless, the choice of a dark blue background raises curiosity. It may be assumed that this colour decision was influenced by the overall colour palette of the website, which is dominated by various shades of blue, including the PMS Process Cyan (also proudly known as UNICEF Blue) used for the current UNICEF logo introduced in 2001. UNICEF Blue represents the organization, aiming to build trust and allow easy and quick recognition of UNICEF activity all over the world. Applying a bluewash effect on images (see Fig. 9) is a common strategy to emphasize UNICEF's presence and effort to stand for the children in need. This tendency dominates in the Portuguese website of UNICEF.

Fig. 9. Usage of bluewash effect on images on UNICEF Portugal website

Other ways of using cyan, which is encouraged according to UNICEF Brand Book, are also common in all analysed websites. The colour is used for quotation marks, bullet points / numbering, all kinds of symbols and presentation of statistical data (see Table 8). This well-thought-out strategy not only helps to identify the organization, but also contributes to maintaining the integrity of the website design.

Table 8. Recurring usage of UNICEF colour

	Lithuania	Portugal	The Unites States of America
Quotation marks	**"** Pavojuje - 7,5 milijonų Ukrainos vaikų. Raginame nedelsiant nutraukti ugnį ir užtikrinti netrukdomas prieigas, kad žmonės galėtų gauti reikalingą humanitarinę pagalbą. UNICEF VYKDANČIOJI DIREKTORĖ CATHERINE RUSSELL **"**	**"**Não pedimos às empresas que façam algo diferente da sua atividade normal; pedimos que façam a sua atividade normal de forma diferente.**"** Kofi Annan, Ex-Secretário-Geral das Nações Unidas	*Not found*
Bullet points	*Not found*	*Not found*	▪ Education ▪ Child-Friendly Schools ▪ Learning Passport ▪ Let Us Learn - Education & Equity
Symbols	UNICEF VEIKLA		
Statistics	**90,000** UNICEF PADĖJO BEVEIK 90,000 VAIKŲ, TOKIŲ KAIP MODU, GRĮŽTI Į MOKYKLAS ŠIAURĖS RYTŲ NIGERIJOJE **5 MINUTĖS** KAS 5 MINUTES DĖL PATIRIAMO SMURTO MIRŠTA VAIKAS	30€/mês │ 11 crianças podem ser tratadas, durante quatro semanas, contra a subnutrição aguda e severa 20€/mês │ 156 crianças podem ter a sua certidão de nascimento, uma garantia indispensável para a protecção dos seus direitos	*Not found*

Generally, UNICEF website explains that the UNICEF colour palette, consisting of cyan, yellow, pink, and violet, is associated with the vibrancy of children. UNICEF Brand Book guidelines recommend placing UNICEF logo signature in a cyan container. This recommendation is followed on the Lithuanian (logo signature cantered in short container) and American (logo signature cantered in circular container) websites to enhance visibility of the logo signature when it is placed over images or other visual elements. On the Portuguese website, however, the logo signature is displayed horizontally in the main background of the site, which changes when moving from one page to another (see Table 9).
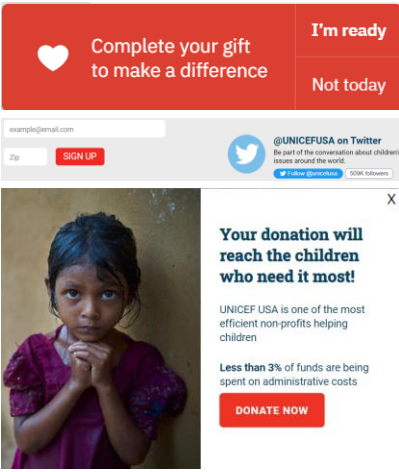
Table 9. UNICEF logo placement

Lithuania	Portugal	The United States of America

Another important observation is that colours (especially bright and culturally sensitive ones like yellow, red, orange and, of course, the ever-recurring cyan) are used on the websites to highlight and draw attention to important information such as breaking news, important links or calls for donation (see Table 10). Colours (11 in total) other than cyan are listed as secondary in the UNICEF Brand

Book. They are intended for special situations, e.g., emergency responses, calls to action, text boxes or statement containers and the alike. Approximately 3–4 secondary colours are observed in this analysis, of which red is the most outstanding and most widely used on the US website and to some extent on the Portuguese website. As can be seen from some of the examples in the Table 10 below, the most important issue of the day, the war in Ukraine, is highlighted in red (culturally sensitive colour usually referred to danger). This colour is also used for donation buttons, personalised message to the website users inviting them to donate, pop-up window as well as the newsletter subscription. Although the Portuguese version of the website uses less red in comparison with UNICEF USA, it is used to highlight the donation buttons or the major global emergencies. The second way to highlight information in the Portuguese website is by using orange colour, which is not as bright as red, but is also a great eye-catcher against the background of the site. In the Lithuanian website, bright yellow is used to direct user attention to the buttons for donation. The remaining parts with important information are normally presented in cyan. Evidently, the colour choice in the Lithuanian website has even stronger connotation as blue and yellow also represent the colours of the Ukrainian national flag.

Table 10. Colour elements

Lithuania	Portugal	The United States of America

To continue, the analysis turns to **pictures**, **graphic elements** and **sounds** used on the websites, including the type of images, icons and symbols, animations, gestures, audio elements, banners, and

trust signs. In addition to text, all these elements, as explained in the theoretical part of the thesis, carry culture-specific connotations and are the key characteristics that are unique to websites. If applied in a culturally appropriate way, the visual elements will without a doubt have a significant impact on the success of the website.
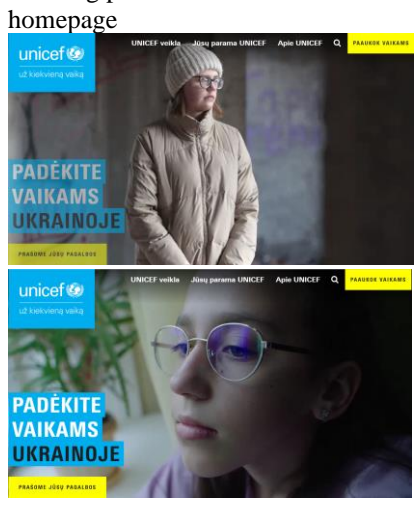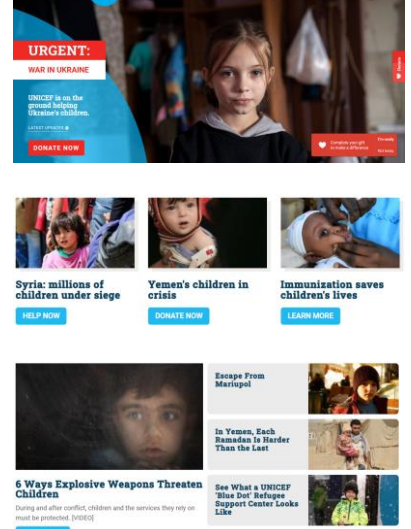
The first thing that catches attention in the Lithuanian website is the video slides documenting the Ukrainian children suffering from war, destroyed homes and schools, poor everyday life, trucks carrying aid, lonely, sad-eyed, dreamy children and teenagers (see Table 11). These short visualizations perfectly capture the mood of war and speak better than words, leaving no room for indifference. The rotating images also give an idea of the depth and scale of help needed for children affected by the war in Ukraine, which is the ultimate goal of the website. Moreover, the images presented in the Table 11 perfectly illustrate the hidden 'colour message' discussed earlier, a wordless reminder of a country still at war today.

The homepage of UNICEF Portugal uses two sliding images: the first one, showing a hopeful smiling girl (in bluewash effect) together with a statement encouraging to donate 0,5% of IRIS free of charge to UNICEF. The statement is relevant as this is the time of year for tax returns and related support. The second one is a black and white photograph of a sad girl, illustrating the emergency aid for Ukraine. Both images have interactive links to more information for the user on how to contribute.

Whereas the American homepage of UNICEF uses a still image of a girl trying smile, with a blurred background and additional graphical element in cyan, which helps to highlight the textual information about the war in Ukraine and calls to donate for Ukrainian children. The focus is entirely on the girl in the centre of the image and the text elements highlighted in bright colours.

All in all, the Portuguese and American websites follow the agreement of placing children in the centre of everything to tell their stories. Lithuanian website, on the hand, chooses a slightly different approach by adding a broader context, such as buildings destroyed by war, mothers looking after the basic needs of their children or continuous supply of support. Generally, the analysis shows that all websites responsibly take into account the principles on portraying children set out in the Brand Book of UNICEF: accurate representation, respect, privacy and protection.

Table 11. Images on UNICEF homepage

Lithuania	Portugal	United States of America
Rotating pictures and videos on the homepage	2 sliding images on the homepage	

Lithuania	Portugal	United States of America
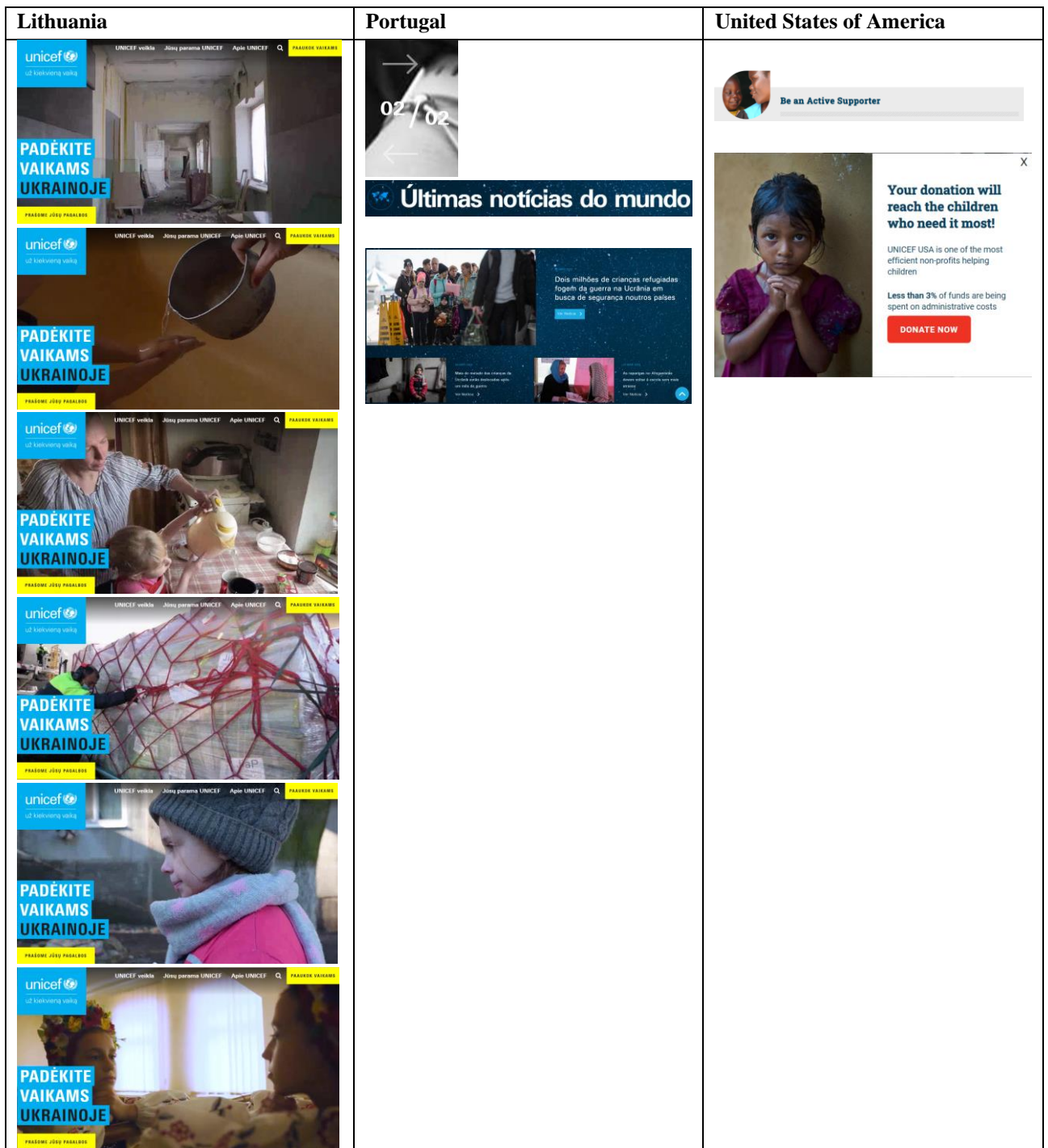
The second block of images to compare represents UNICEF activity around the world. On the homepage of UNICEF Lithuania, most of the images depict children as central figures, with Ukrainian children clearly dominating (see Table 12). A separate section of the page shows photos illustrating other countries in need: the Middle East, North Africa, Afghanistan, Syria, and Yemen. All the photographs are very graphical and expressive, giving a close-up look at the suffering children: the starved bodies and eyes crying for help, the attempts to escape the daily life destroyed by the war, wrinkles of concern instead of carefree smiles.

When analysing the websites, one thing that stands out is the extensive use of the bluewash effect, which, as already discussed in the subsection on colours, is used to blur the background and to highlight the child or children, who are depicted in realistic colours. Although this strategy is described in UNICEF Brand Book, none of the other two analysed websites uses this effect.

Moreover, the Portuguese website features photographs mainly from various problematic parts of the world, but there are considerably fewer illustrations devoted to Ukraine and the ongoing war than on the Lithuanian site. The images that illustrate the situation in Ukraine are also different from those on the Lithuanian site. Children are rarely depicted in large format, as is usual with the Brand Book recommendations. Many of the pictures show mothers/parents with their children, groups of women with children in refugee centres, often surrounded with the people who are helping them. It is worth noticing that these images documenting the reality of war in Ukraine are presented in real colours and without using the bluewash effect, contrary to the majority of images of the website.

The first observation related to the use of images when analysing an American website is that it is very rich with photographs: each initiative, mission statement and each story is complemented with an image, usually of a specific child, which adds 'weight' to the text, because for the user of the website, this information is no longer just general information about some children in distant, often unfamiliar lands. On the contrary, the image of a specific child, his or her name and the story that is told, seem to make it possible to understand the importance of each child and each child's story. The aim of making the user of the website indifferent is also reflected in the use of high-resolution photographs, where children's faces and eyes can be seen at close range, and sometimes the bones of their bodies showing through the skin, speak louder than words about the help needed. The analysis reveals that the success stories commonly featured on the American website are also reflected in the photographs: the images illustrating the initiatives often show children who, for example, have already been provided with help, treatment, food, or basic hygiene needs. Generally, it is safe to say that looking at the pictures of progress gives a positive impression of the organisation's performance. One more difference is that the photographs on the American website often feature the UNICEF activists (or children interacting with UNICEF supplies), including doctors and medical workers, educators and many more, which is not the case on the Lithuanian and Portuguese websites. Speaking about the most topical emergency, the war in Ukraine, UNICEF USA uses a separate page to provide the information related to the topic. The images used on the page vary from depicting children as central figures, to documenting the reality in the bunkers, on the road while fleeing the country or activities of UNICEF volunteers providing help and supplies. Finally, it is important to acknowledge that UNICEF USA follows the recommendation set out in the Brand Book on identity protection of victims of sexual exploitation, i.e., children faces are never fully revealed by using shadowing effect of showing parts of body only (see Table 12).

Table 12. Images on UNICEF activity all over the world

Lithuania	Portugal	United States of America
War in Ukraine Emergencies in other countries	About UNICEF	Mission statements

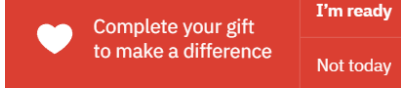| Lithuania	Portugal	United States of America
 PAGALBOS TAIP PAT REIKIA VAIKAMS ŠIOSE ŠALYSE: ARTIMŲJŲ RYTŲ IR ŠIAURĖS AFRIKOS VAIKŲ IŠGYVENIMUI BŪTINAS — AFGANISTANO VAIKAMS BŪTINA SKUBI HUMANITARINĖ PAGALBA — KRIZĖ SIRIJOJE TĘSIASI JAU DEŠIMT METŲ — JEMENAS: KARAS VAIKŲ GEROVĖS SĄSKAITA	 How to help War in Ukraine 	 Success stories UNICEF activists Victim identity protection
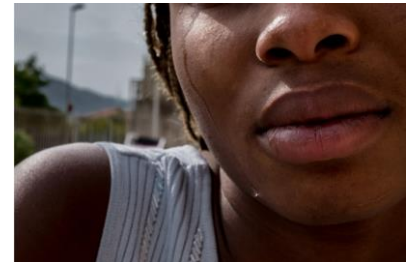
All in all, the photographs on the websites truly express the identity of UNICEF through photography of children, as set out in the organization's Brand Book. A smaller number of photographs also depict degraded or deprived environments to reinforce the seriousness and scale of the problem illustrated. A relatively small number of photographs depict activists working for UNICEF, usually wearing special clothes or handling supplies marked with UNICEF logo.

Moving forward, the analysis focus on the graphic elements. To ensure consistency in the localized websites, UNICEF provides graphical recourses for tables, all types of charts, icons, and regional maps. The main graphic element that is repeated on all UNICEF websites is the organization's logo, the colour and layout of which have already been discussed above. However, in addition to these aspects, the logo has a deeper symbolism. In accordance with the explanation provided in the UNICED Brand Book, the gesture of a parent lifting a child, with energy and enthusiasm, refers to hope, security and joy, the qualities that UNICEF is working hard to deliver for every child.

Starting with the analysis of the Lithuanian website, not much graphical content is found (see Table 13). The first example is the presentation of Child Friendly City Initiative, which in the Lithuanian website is introduced by using a standardized logo of the initiative (a stylized globe depicting trees, houses, people, and bicycles in traditional cyan and white). In the Portuguese website, this initiative (*Uma Cidade Amiga das Crianças*) is presented with a photo of a bunch of happy children pulling a rope, while in the American website, a picture of four laughing girls is used for the purpose.

The second example found on UNICEF Lithuania is the visual identifier created for 75th anniversary of UNICEF. The colours and the graphic elements of the identifier stand for the following priorities: health, nutrition and vaccines, education, healthy environment, mental health, and humanitarian response. All together they represent the organization's effort to fully meet the needs of a child. Other graphical elements found on the Lithuanian website include stylized pencil with reference to learning, stylized tap with reference to access to clear drinking water and stylized bottle of medicine with reference to children life-saving vaccines. Interestingly enough, three out of six fields of UNICEF activity are presented by using graphical elements and the remaining three with photographs, instead of using one way or another for presenting all fields and keeping consistency. Besides the three graphical elements discussed above and the search field presented with a stylized magnifying glass, there are no other elements used on the Lithuanian website. Even the social media references, which normally are shown graphically, are presented in written (*FACEBOOK*, *YOUTUBE*).

Table 13. Graphical content

Lithuania	Portugal	United States of America

Lithuania	Portugal	United States of America

Lithuania column:

UNICEF VEIKLA

75

MES PADEDAME VAIKAMS MOKYTIS

148,811

2019 metais Unicef suteikė 148,811 mokymosi priemonių rinkinius mokykloms 57-iose šalyse.

663,000,000

Žmonių neturi priėjimo prie švaraus geriamo vandens

SKAITYK MŪSŲ ATASKAITĄ APIE VANDENĮ

MES GELBĖJAME VAIKŲ GYVYBES VISAME PASAULYJE

2,430,000,000

2019 metais UNICEF įsigijo 2.43 miliardo vakcinos dozių 99-ioms šalims. Taip buvo aprūpinti 45% procentai viso pasaulio vaikų iki penkerių metų.

Ieškoti...

Portugal column:

Alterações Climáticas

Total: 961 milhões USD
221 milhões USD
Saúde, 23%
155 milhões USD
Educação, 16%
155 milhões USD
Protecção Infantil, 16%
151 milhões USD
Nutrição, 16%
128 milhões USD
Inclusão Social, 13%
113 milhões USD
WASH, 12%
39 milhões USD
VIH e SIDA, 4%

O que significa colaborar com a UNICEF?

Impacto   Reconhecimento   Reputação   Transparência

Quer colaborar com a UNICEF?

PARCEIRO UNICEF   PARCEIRO EMERGÊNCIAS   unicef EMPRESA AMIGA

Redes Sociais

Procura algo em específico?

Pesquisa

Pesquisa
O que procura?

ORGANIGRAMA UNICEF PORTUGAL

unicef | para todas as crianças

United States of America column:

DONATE

UNICEF USA on Facebook
Join our community of supporters working to save children's lives.

@UNICEFUSA on Twitter
Be part of the conversation about children's issues around the world.
Follow   509K followers

Media Hub »

Follow

CLUBS ▸
Student Groups

NEXTGEN ▸
Young Professionals

COMMUNITY ▸
Anyone, Anywhere

HOW WE WORK
COMMUNITY   FUNDRAISING   EDUCATION   ADVOCACY

Protect yourself and loved ones from coronavirus.

Wash your hands regularly with soap and water.

Cover your mouth and nose while sneezing or coughing.

Avoid close contact with anyone who has a cold or flu-like symptoms.

If you have fever, cough and difficulty breathing, seek medical care early.

unicef | for every child

Lithuania	Portugal	United States of America

As for the Portuguese website, the usage of graphical elements is more common compared with the Lithuanian one: the standard icons in cyan and white are used to illustrate the areas of activity, the types of donations possible and even the significance of collaboration with UNICEF. In some cases,

such as providing information on donation types, both graphical elements and images are used: the icons draw attention to the fact being presented and the image complements it with a specific example (see Table 14). Both on the top and bottom of the website there are graphical references to social media. The search box is displayed with a magnifying glass, identically as in the Lithuanian website. It is important to note that clicking on the magnifying glass in the Lithuanian version opens a box *Ieškoti... (To search for…)* and an *X* symbol, which terminates the search and closes the search box. In the Portuguese version, however, clicking on the magnifying glass opens a new page with the box *Pesquisa* (*Search*) complemented with a question *O que procura?* (*What are you looking for?*), the box to enter keywords and the button *Procurar* (*To search*). What is more, the search question is also presented at the bottom bar of the Portuguese website as *Procura algo em específico? Pesquisa* (*Looking for something specific? Search*). What is interesting, clicking on the magnifying glass on the American website results in red error/failure sign indicating *Please enter some keywords*, meaning that the American user is expected to enter keywords before clicking on the search sign.

The Portuguese website is the only of the analysed websites that provides an organizational chart of the UNICEF Portugal. This may generally be related to extensive information on the activities of the organisation on this website (from various plans to operational and financial results). The said reports, all of which can be accessed from the website, include a high number of graphical elements as well.

Table 14. Donation types in UNICEF Portugal

*20€/mês	156 crianças podem ter a sua certidão de nascimento, uma garantia indispensável para a protecção dos seus direitos* *20€/month	156 children can have their birth certificate, an indispensable guarantee for the protection of their rights* 	*Tegene Erke, de 38 anos e mãe de quatro filhos, está agradecida por ter o registo de nascimento da sua filha, Alemtsehay Chekele, de nove meses de idade, uma garantia indispensável para a protecção dos seus direitos.* *Tegene Erke, a 38-year-old mother of four, is grateful to have the birth registration of her nine-month-old daughter, Alemtsehay Chekele, an indispensable guarantee for the protection of her rights.*

Moving to UNICEF USA, it visibly has the highest number of graphic elements compared to all the websites analysed. To start with, the most eye-catchy graphic elements used on the website are the pop-up calls for donations presented in red and white with a beating heart symbol, which stands out from the static content of the website, inviting users to express their sympathy for the children in need and donate to the organization. Most of the other symbols and icons are presented in traditional cyan and white, which not only represent the organization but are also clearly visible on a white background. The analysis shows that cyan and white icons are commonly used to illustrate and distinguish separate points and to enable the user of the website to draw attention to and understand

what is being said without reading the textual content. This is particularly important given that many website users expect to receive information as quickly as possible.
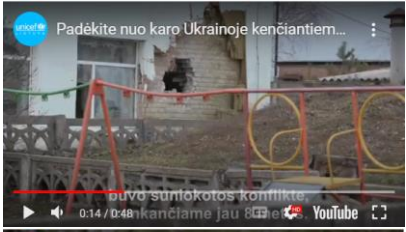
Another observation, which shows that the American site is well adapted to the national market, is the presence of graphic elements such as the orange spider descending in the black background of the page (see Table 13 above), decorated with Halloween symbols. It is no secret that Halloween is a widely celebrated holiday in the USA, and this UNICEF trick-or-treat initiative was created as another way to collect donations during the Halloween season. Together with a powerful slogan *TRICK OR TREAT FOR UNICEF: THE PERFECT WAY TO ADD SOME MEANING TO YOUR HALLOWEEN-ING*, this initiative is likely to attract a large number of donations. The same is true for the UNICEF activity map display, the need for which is linked to the size of the US, although it would not be relevant for smaller countries like Lithuania and Portugal. However, the American website also includes maps of the countries and regions where UNICEF assistance is provided, which is not the case on other two websites.

The analysis shows that statistical and other data on the website of UNICEF USA are displayed not only in text format, but also graphically, such as cycle or pie charts. This method of information presentation helps to better understand the overall view or scale of the matter. Similar to the Portuguese website, the UNICEF USA uses a high number of graphical elements in the annual reports on the organization's results and achievements, which makes reading the reports easier to understand and interpret.

The next aspect to discuss is the sound, which is clearly the least considered area of the localized websites. The only possible way to compare the websites in terms of sound is by analysing the videos provided. The number of videos on the Lithuanian and Portug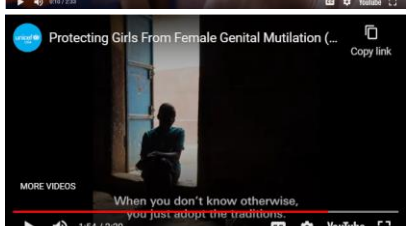uese websites is rather little. In contrast, the American site is very video-rich: most of the articles are illustrated with video clips.

Given a closer look at the Lithuanian website, even though the website uses quite a few short video clips to introduce and illustrate the transportation of UNICEF supplies to the most remote settlements, rescue operations, vaccination, feeding of malnourished children with emergency nutrition packs or educational activities, all these clips are without sound. The UNICEF videos, which, according to the Brand Book, aim to highlight the work and effort of the organization, provoke debate, and encourage people to contribute, are mostly presented in English with English subtitles, giving a short description on the subject discusses, e.g., *Pažiūrėk ir sužinok su kokiais sunkumais susiduria šeimos Pietų Sudane, kad gautų švaraus geriamo vandens, ir kaip UNICEF jiems padeda* (*See how families in South Sudan are struggling to get access to clean drinking water and how UNICEF is helping them*). Only two videos on how UNICEF helps prevent violence in Salvador (the original is in Salvadoran Spanish) and on the situation in Ukraine (the original only has musical background) are found to have Lithuanian subtitles (see Table 15). There are also a few videos on the war in Ukraine, spoken in Ukrainian with English subtitles. This solution is likely to be financially feasible, as subtitling, and in particular dubbing, requires additional financial resources. Ideally, all video content should be presented in the original language with Lithuanian subtitles, as this would make the information accessible to everyone in Lithuania, regardless of age or linguistic ability. However, the presentation of the videos in English has its advantages, especially considering that Lithuanians, especially the younger generation, are usually described as having good English language skills. The requirements for subtitles are also regulated: from font, size, colour, positioning to the highlighting of important information. These requirements are respected in all the videos on the websites analysed.

Table 15. Audio content

Lithuania	Portugal	The United States of America
Pasižiūrėk Diego istoriją ir sužinok, kaip Unicef padeda užkirsti smurtui kelią jo mieste. Pasižiūrėk ir sužinok su kokiais sunkumais susiduria šeimos Pietų Sudane, kad gautų švaraus geriamo vandens, ir kaip UNICEF jiems padeda.	Como é financiada a actuação em situação de emergência	

Only one video was found on a Portuguese website on financing the emergency actions. The video consists of different images, music and information presented in English with Portuguese subtitles revealing the complex reality of children all over the world.

Comparing all the sites analysed, the American site is leading in terms of the number of videos. Every initiative and every priority have an accompanying story, captured on video. Most are in the original language, e.g., Arabic, Castilian (Bolivian Spanish), Vietnamese, with English subtitles. The videos are usually short and have a clear goal of speaking about the progress made with the help of UNICEF and proving how small steps inspire significant changes in the world. There is a visible tendency to provide a few videos when a more sensitive subject, for instance, female genital mutilation, is being discussed. It leaves an impression that video content with actual people stories helps to better understand the reasons behind certain decisions, which from the first glance may seem to be irrational and difficult to comprehend. In this case, both sides are to be heard: the victims of female mutilation

together with the activists fighting against it, those who are carrying out the practice and the ones who believe in the necessity of female mutilation in general.

The last aspects to discuss in terms of visual localization are interaction, which refers to the form of communication between the user and the website, and navigation, which refers to the possibilities of the user to navigate withing the website. In this sense, the Lithuanian, Portuguese, and American websites share the most similarities: all websites have top-to-bottom navigation, Lithuanian version with a top bar consisting of the main informational parts, while the Portuguese and American websites having a top bar with drop-down menu consisting of the main informational parts. Moreover, all analysed websites have a bar at the bottom of the sites providing basic information related to contacts and the like. The only thing that differs is the amount of the information, UNICEF Lithuania being the most reserved, whereas UNICEF Portugal and UNICEF USA providing links to the organization's transparency documents, organizational structure, charity ratings, privacy policy and many more.

To summarize the results of the three websites analysed, it can be said that despite compliance with the requirements set out in the UNICEF Brand Book, each website has a distinctive look and feel, and in each case both the information and the visual content are presented differently, taking specific cultural preferences into account. The most striking differences can be seen when comparing the ratio of informative (textual) to graphical content: the Lithuanian and American websites are dominated by text, enlivened by graphical elements (photos, multi-coloured tabs, symbols, and statistical data). The Portuguese website, on the other hand, focuses on textual information with a moderate number of images. The American website, perhaps in proportion to the size of the country, is the most complex considering the number of initiatives, priority areas, ways of contributing to the organization, achievements, and success stories.

2.3. Cultural localization: UNICEF websites as cultural expressions

The previous subsection of the thesis explores the localization decisions surrounding the textual and visual content of Lithuanian, Portuguese, and American websites of UNICEF. Comparisons are made between the information, including its tone and organization, and the way it is presented (the layout, choice of colours, images, and symbolism) to meet the preferences and expectations of each culture. Given the fact that UNICEF follows the same purpose and stands for a certain set of values no matter the country it works in, the representation of the organization's activity on the websites is clearly different.

In the second part of the analysis, the websites are analysed using a cross-cultural framework based on well-known cultural dimensions. Namely, power distance, individualism, collectivism, masculinity, long-term orientation, and indulgence introduced by Hofstede et al. (2010), high-context culture and low-context defined by Hall and Hall (1990), as well as linear active or multi active orientation distinguished by Lewis (2006). The results are then compared with the cultural classification of Lithuania, Portugal, and the United States of America provided by the mentioned cross-cultural researchers.

Table 16. Cultural classification by Hall and Hall (1990), Hofstede, Hofstede, and Minkov (2010), Lewis (2006)

Cultural factors	Lithuania	Portugal	The Unites States of America
Power distance	Low (42)	High (63)	Low (40)

Cultural factors	Lithuania	Portugal	The Unites States of America
Individualism	High (60)	Low (27)	Very high (91)
Uncertainty avoidance	High (65)	Very high (99)	Medium (46)
Masculinity	Very low (19)	Low (31)	High (62)
Long-term orientation	High (82)	Low (28)	Low (26)
Indulgence	Very low (16)	Low (33)	High (68)
Context	Low	High	Low
Linear / multi active / reactive	Middle position between multi and linear active	Multi active	Linear active

To begin with **Power Distance**, Lithuania and the United States of America share a very similar low index on this dimension (see Table 16 above), which, according to Hofstede et al. (1991), relates to the attitude of the culture regarding inequality of individuals within the society. A low score implies that these countries worship equal rights and prefer less hierarchy. The score of Portugal, on the other hand, shows the society's acceptance of the people in power to have privileges mainly based on the power they hold. For this reason, power distance on the websites is analysed on the basis of these aspects: importance of hierarchy, pictures of leading bodies, vision statement and pride of achievements. The Lithuanian website provides the least information on the hierarchy of the organization, with only a brief mention of the main governing bodies and the roles of donors and sponsors. The website does not publish images of the persons who run the organization, except for ambassadors and their campaigns. The Portuguese website also does not have images of the leading bodies but does include an organizational chart, which reveals the names and positions of the organization's leaders. The American website is quite the opposite, with managing bodies being introduced not only by their names, but also with photographs, while ambassadors and supporters are given special attention, with a chronological chart of their activities, and initiatives illustrated with photos and videos.

As far as the vision of the organization is concerned, this is one of the few examples when the main vision statement is almost identical in all three websites (*Pasaulis, kuriame realizuojamos kiekvieno vaiko teisės/ A Visão da UNICEF é um mundo onde os direitos de todas as crianças sejam uma realidade/ To create a world where the rights of every child are realized*). The key difference is that in the American version the mission is expressed in a single sentence, whereas in the Lithuanian and especially the Portuguese websites it is more elaborate.

Moving on to the pride of achievement, the American website is clearly in the lead. This tendency of systematically highlighting the contribution of the organization and the importance of its work in a global context is evident throughout the website. It is pointed out that UNICEF will not stop its activities as long as at least one child in any part of the world needs help. There are many success stories of how UNICEF is changing children's lives, video clips documenting the often-unknown realities of foreign countries or revealing the strength and vigour of the organization's activists in carrying out a challenging mission.

In short, the analysis of the way in which the websites show aspects of Power Distance reveals that in the Lithuanian website, this dimension ranges between a somewhat expressed and neutral position. This is essentially in line with the cultural classification of Lithuania, as indicated by the Hofstede

model, stating that the Lithuanian culture chooses transferring control and decision-making between organizational bodies over putting the power into one hands and strict supervision. Taking this into account, it can be suggested that the Lithuanian website deliberately does not pay much attention to presenting the organizational structure and the specific people who run the organization, instead it is opted for a more general form of presentation, constantly emphasizing that everyone can be a part of UNICEF by following a few simple steps. Presumably due to the relatively high index indicating that the Portuguese culture tends to accept and obey the hierarchy, the Portuguese website provides a precise hierarchy of the organization with a complementary diagram, a comprehensive vision UNICEF, and a detailed description of the achievements of the programs and initiatives implemented. The American website is the one providing the most information relating to the organization's leading bodies, ambassadors, and supporters. To some extent, this decision can be attributed to the size of the UNICEF USA and its spectrum of activities, which is significantly different compared to Lithuania and Portugal. Naturally, a larger organization needs more leaders and attracts a larger number of supporters automatically leading to generating more activities, which is reflected in the amount of information related to them. The other reason is that presentation of the hierarchy establishes high-valued convenience.

It is important to pay attention to the fact that above discussed Power Distance has a lot in common with **Individualism**, which addresses the interdependence among the members of society. First, high score on Individualism, which is characteristic to Lithuania and especially to the USA, is closely linked to people's attitudes towards power and control, as highly individualistic cultures often take a negative view of strict regulations on how people should act or work. Or, to put it another way, it is linked to a person's perception of himself as an individual or as part of society. Lithuania being an individualistic culture prefers to respect the space of other society members, including family and friends, as well as to take responsibility for their own choices and decision from early age. The individualistic orientation in the Lithuanian website is mostly witnessed by constant repetition of how important each individual input is.

The images on the website are mostly dominated by individual portraits of children. Although it could be assumed that this is also linked to the individualistic Lithuanian culture, this decision may also be influenced by the general UNICEF guidelines, which proclaim that the organization's ideology is generally revealed through images of children, i.e., by presenting children as the centre of everything. However, in accordance with the said guidelines, some photographs may also depict the organization's activists or supplies containing UNICEF symbol, but in this case the Lithuanian website, especially the homepage, is dominated by individual images of children. The Portuguese website is quite the opposite: there are many images, especially documenting the reality of the war in Ukraine, of children with their parents or of refugee centres. It is also quite common to use images with bluewash effect to distinguish one child from a group of others. This choice corresponds to Portugal being described as a Collectivist culture. When analysing the website of UNICEF USA and considering that American culture is one of the most individual in the world according to the 6-D Model, it is not noticeable that the website is dominated by images depicting mostly individual people. On the contrary, the website contains both individual portraits of children or children with their mothers and / or the UNICEF activists who provide them with help and care. As mentioned earlier, it seems that the website localization is implemented by following the general guidelines set out in Brand Book: placing a child in the centre of the image to tell the story and picturing UNICEF staff in action or UNICEF supplies to emphasize the impact of the organization.

Interestingly, despite the high Individualism index of the country or the fact that privacy policy is one of the essential legal requirements, the Lithuanian website does not provide it, whereas the Portuguese website presents a comprehensive policy despite the fact that the culture is described as a Collectivist. The American website also includes a detailed privacy statement, explaining not only privacy issues of UNICEF USA but also providing the links to privacy statements of UNICEF USA partners. Overall, it is clear that privacy policy should be included in all websites not based on cultural preferences but following the legal regulations.

Looking at the aspect of uniqueness when speaking about the role of the organization, Lithuanian website avoids exaggeration and praise, which also represents individualism. The other two UNICEF websites highlight the uniqueness of the organization and its contribution to the well-being of the world's children, although Portugal and the United States of America have very different scores on the Individualism dimension. Similar observation can be made about the personalized way of addressing the user, which is noticed in all the analysed websites despite different cultural classification of the countries.

Overall, the combination of low Power Distance and high Individualism as it is typical for Lithuania and Portugal suggests a similar perception of hierarchy, however, the presentation of the hierarchical structure is very different on the websites: in the Lithuanian one it is presented in a concise way, while in the American one it is presented in detail and illustrated with images and other visual elements. Similarly, the tone of addressing the user in the Lithuanian version is polite, whereas the American website communicates informally and directly, which is encoded in the language, where everyone is addressed as 'you' and the polite form of the verb simply does not exist. What is more, although to a slightly different scale, all websites highlight the achievements of UNICEF and its distinctiveness from others, as well as address the user directly to encourage donating. The main difference of the Portuguese website related to Portugal being a Collectivist culture is that it includes a high number of accountability to community documents (*Responsabilidade e Transparência / Accountability and Transparency, Estatutos / Statutes, Política de Salvaguarda da Criança / Child Safeguarding Policy, Política de Conflito de Interesses / Conflict of Interest Policy, Política de Comunicação de Irregularidades / Irregularity Reporting Policy, Política Antifraude / Anti-Fraud Policy, Código de Conduta / Code of Conduct, Relatório de Actividades e Contas UNICEF Portugal / Activities and Accounts Report UNICEF Portugal, Relatório Anual UNICEF / UNICEF Annual Report, Organigrama / Organization chart*), which is not found in any other analysed websites. One more difference is the noticeable presentation of a larger number of people in images or symbols. The analysis excludes the family aspect, because of the nature of the website. It is natural for a website of the children's rights organization to be dominated by images of children in difficult circumstances, who are often left without parents or, alternatively, are pictured with their mothers, who also need help.

Moving on to **Uncertainty Avoidance**, which refers to the way the society perceives the unknown of what the future brings. With an extremely high score on this dimension Portugal is known for the emotional need for rules and security. As described above, the extensive list of documents and reports on the activity of UNICEF, finances and their allocation can also be linked to the cultural need for knowing and security. The same is reflected by the number of local initiatives on the website, provided links to videos in the Portuguese language (or with Portuguese subtitles), additional informational recourses to download, as well as explicit contact list in case of further questions.

Lithuanians also tend to have a deep-rooted worry about the world in them, therefore information on local initiatives and references to relevant documents available in the Lithuanian language may successfully reduce the said uncertainty and help to build trust in the organization. The American score on the Uncertainty Avoidance dimension is lower than the average, meaning that Americans require less rules in comparison to Lithuanians and Portuguese. Consequently, Americans are more open for new ideas, therefore even donating to an organization seems to be an organic part of their daily lives. What's more, there is a sense that everyone can find an individual way to contribute: from Trick-or-Treaters to school club members, Kid Power teachers, marathon runners, UNITERs, celebrities, civic leaders, companies, Child Friendly Cities, everyone from youngest kids to powerful companies are welcome to contribute as much as they can.

Looking closer at the **Masculinity** dimension and the way it is reflected in the analysed websites, it becomes clear that Lithuanian website reflects the Feminine classification attributed to Lithuania by 6-D Model. The information is presented simply and without any praise of how much better UNICEF is doing compared with the other organizations. The tone of the website is mostly soft and polite to avoid any misunderstandings or misinterpretations. Portugal, on the other hand, is more on the middle ground, or else it could be called a country of consensus. The Portuguese website is highly interactive, dominating content is to-the-point information with fewer visual elements. The images are dominated by the reality theme rather than creative illustrations. Moreover, besides depicting children, all three websites mostly focus on the image of a female (mother), which is again directly linked to the mission of the organisation and not to cultural preferences. The American website presents a considerable amount of fact-based information and is highly interactive, especially concerning links to associated organizations, programs, initiatives, events, educational materials on different topics related to UNICEF activity, as well as extensive financial reports, information about leadership and careers, ambassadors, supporters, and related achievements.

When it comes to the **Long-term Orientation** and **Indulgence**, the websites are not analysed based on these dimensions due to the type and mission of UNICEF, which coincide with the cultural categories defining these dimensions. Specifically, the general mission of the organization is focused on ensuring a better future for children in need, so the information on the website is inherently future-oriented, which is the essence of the Long-term Orientation dimension. Meanwhile, the Indulgence refers to the extent and ability to control people's desires. UNICEF websites focus on the rights of every child to be able to grow and thrive, especially considering the basic aspects of their life like health, nutrition, protection, education and many more. However, the focus on these aspects is mainly related to the mission of the organization, therefore the analysis related to this dimension would not be relevant.

One more way of looking at cultures is their **context**. Following the classification proposed by Hall (1976), countries tend to be high context, such as Portugal, and low context, such as USA and Lithuania. In this analysis, it is assumed that high context cultures (which usually are polychronic) are identified by mildness, aesthetics, indirectness, incoherence of thought, whereas low context countries (which often tend to be monochromic) are recognized as fond of explicit written communication, intense tone, directness, and rationality. The results of the analysis demonstrate that the Lithuanian website consistently uses polite tone (*Prašome jūsų pagalbos / We are kindly asking for your help, Širdingai Jums dėkojame už Jūsų pagalbą! / We are cordially thankful for your help!*), except for the call for donation buttons, which address the user more directly (*Paaukok dabar / Donate now, Tavo auka gali padėti apsaugoti vaikus / Your donation can help to protect children*).

As seen in the second example, to express a special respect and politeness towards the user, in some cases, the personal pronouns are written in capital letters. The Lithuanian website contains a considerable amount of textual information, which is proportionally illustrated by photographs and other graphic elements. The information provided reflects specific issues and is often based on facts and statistics. The information provided reflects specific issues and is often based on facts and statistics, which corresponds to the characteristics of a low-context culture. Similar to the common use of superlatives and adjectives when defining the role of the organization (*UNICEF veikia sudėtingiausiose pasaulio vietose, stengdamasi pasiekti pažeidžiamiausius ir sudėtingose situacijose augančius vaikus. UNICEF yra vienintelė nevyriausybinė Jungtinių Tautų organizacija / UNICEF works the world's most challenging places to reach the most vulnerable children raised in the most difficult places of the world. UNICEF is the only non-governmental organisation of the United Nations*).

The Portuguese website has a few similarities with the Lithuanian website in terms of politeness and tone. It is noticeable that the user is exclusively addressed in a polite form (*Hoje pode mudar o mundo / Today you (polite form) can change the world, Saiba mais / Lean (polite form) more*), including the call for donation buttons (*Faça um donativo agora / Make (polite form) a donation now, Ajude a UNICEF / Help (polite form) UNICEF*). Therefore, the tone of the website is mild and indirect. Speaking about the amount of textual information, for each topic / information block it is much shorter compared to other websites, and the information is often divided and presented in separate paragraphs / sub-paragraphs. For example, general information on UNICEF is divided into four separate parts: *Em Portugal / In Portugal, A UNICEF / UNICEF, A História / History, No Mundo / UNICEF in the World*. Both politeness and soft tone are particularly characteristic of high-context cultures (which usually tend to be polychronic). Generally, Portugal, as a high context culture, pays less attention to explicit navigation within the website as pleasant user experience tends to be based on intuitive navigation.

As for the American website, it uses direct tone exclusively (*Be an active supporter, Complete your gift to make a difference: I'm ready/Not today*), with only a few examples found where the user is addressed rather politely (*If you have questions about the Guardian Circle, please reach out to Karla Coello, at kcoello@unicefusa.org, Please enter the email address used when making your donations, Please enter some keywords*). Additionally, call for donation buttons are presented in bright red and to be visible when scrolling down the page or moving from one page to another. The role of UNICEF is emphasised by using a large number of superlatives and adjectives carrying strong emotional connotation, as well as focusing on the organisation's superiority over others (*UNICEF is working to keep climate change top of mind for governments and policy makers, believing it to be one of the most critical issues facing children today, UNICEF safeguards nutrition from a child's first day of life by promoting breastfeeding, her first and best protection from illness and disease*).

The last cultural factor by which websites are analysed is the classification of cultures to **linear-actives** (responsible planners, performing tasks one at the time), like Lithuania and the USA, and **multi-actives** (people giving preference to multitasking and emotional background), like Portugal. Linears are characterized by preference towards clear navigation and well-structured, fact-based content. Lithuanian website is a good example corresponding to such charaterization: clear top-to-bottom navigation and well-structured main drop-down menu. In fact, almost identical menu structure is chosen for the all websites analysed, the main difference being in the level of menu structurization (the menu on the Lithuanian website is moderate, on the Portuguese website it is rather extensive,

and on the American website it is extensive). When creating a cultural profile on Lithuanians, Lewis (2006) describes them as having a rich and expressive language and being not in favour of official tone, which reflects on the way the information is presented on the website. It is also noticeable that the website text establishes a link with the user, underlining the importance of personal contribution to the organisation's activities. The polite and mild communicative tone used on the website can be explained by the fact that Lithuanians essentially value good manners, which help in building trust and loyalty. All in all, the advice of keeping the right balance between good manners and liveliness, as proposed by Lewis (2006), seems to be followed within the localized website of UNICEF Lithuania.

The United States of America, similar to Lithuania, is a reactive culture, which normally speaks openly and honestly, as well stays fair and democratic. However, what makes the Americans special is that they do not hesitate to act informal very quickly. For this reason the tone on the website is more relaxed, not to mention that English language generally does not have a polite form of the verb or pronoun. Moreover, the language of the website is full of expressive phrases and slogans (*WE WON'T STOP UNTIL EVERY CHILD IS HEALTHY / UNICEF WON'T STOP PREVENTING DEADLY DISEASES*), creating a positive image of the organisation's achievements, which corresponds to the general perception that American culture is the best. One thing important to mention is that UNICEF USA has an advantage of not having to translate a high number of general informational recourses provided by UNICEF International, therefore, the website includes significantly more video content and other.

In the case of Portugal, which, unlike the countries and their websites discussed above, is classified as **multi-active**, the Portuguese website can be characterized by having highly emotional content. Although it is quite difficult to assess the websites in this respect, the type of organisation and its mission seem to determine the need to choose emotionally impactful content. Moreover, Portugal is known for heavy bureaucracy and inclination towards putting everything in writing, and this may explain the extensive reports provided on the organization's activity, achievements, transparency, and structure. According to Lewis (2006), detailed documentation helps in coping with any uncertainty that may arise (as discussed above, Portugal has a highest score on Uncertainty dimension). Furthermore, it is observed that to satisfy the need for information, the website sometimes provides links to documents or videos in English. According to Lewis (2006), this could be explained by the fact that, among the Latins, the Portuguese are said to have the best knowledge of English. Finally, the Portuguese culture is essentially compassion-oriented, so the call to donate to less fortunate or those in need is easily understood and accepted in this culture, even without much encouragement or additional visual materials.

Conclusions

1. The theoretical overview regarding the versatile and complex phenomenon of localization, which is understood as an act of contemporary communication, has revealed that it can be approached from different perspectives, from economic, political, social, technological to cultural and linguistic, but the translator clearly plays an integral role within the process. Despite the rapid changes in the translation practice, including the challenging demand for a translator to work faster, more productively, and the end result to be not only exact, but also creative and emotionally engaging, the translator, who manages to keep up and adapt by mastering new technological tools, expanding both the cultural understanding and the limits of competence, becomes an asset whose professionalism can easily stand out in a market that is increasingly dominated by machine translation and other less quality-oriented translation practices. Awareness of and adherence to localization strategies as well as cultural sensitivity are identified as key factors for successful localization decisions, which in turn determines user's trust in the localized product and positive user experience.

2. The comparative analysis of the UNICEF websites (LT, PT, US) according to website localization strategies demonstrates that each website has a distinctive look and feel: the Lithuanian and American websites are dominated by text and enlivened by graphical elements. The Portuguese website, on the contrary, focuses on textual information with a moderate number of visual elements. In addition, the overall UNICEF approach to localization of humanitarian action, with the aim of keeping it as local as possible, is also reflected in the freedom given to each country to organise the content of its own website according to culture-specific preferences. Therefore, a lot of transcreation is found on websites. However, it is important to acknowledge that localization of UNICEF initiatives and campaigns in terms of website text, layout, and organization of information, colours, images, graphic elements, sound, and navigation is carried out in line with detailed UNICEF Brand Book guidelines.

3. The localized websites partially correspond to the cultural classification proposed by Hall (1976), Hofstede et al. (2010), and Lewis (2006), which is a common way to address culture in website localization and which helps to avoid misinterpretation of information. However, the analysed websites strictly follow coherent UNICEF guidelines for action that leave enough room for adaptation of the initiates and their tailoring to local structures, priorities, and needs. This decision is beneficial in several ways: it allows each country to choose the most effective way of presenting information, while preserving a certain degree of consistency in the style of the websites and easy recognition of the organization. Furthermore, it is observed that the amount of information is often related to the scope of the organisation's activities, which may be correlated with the size of the country and the length of the existence of UNICEF in each country.

The analysis demonstrates that the hypothesis, which proposes that cross-cultural classifications and cultural preferences are reflected in websites localized for Lithuanian, Portuguese, and American cultures, is partially approved.

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Appendices

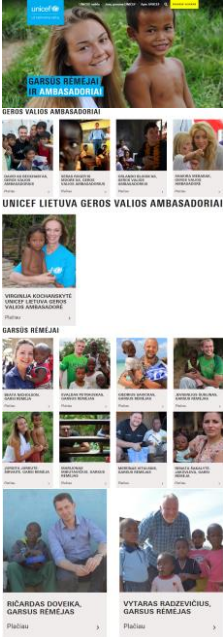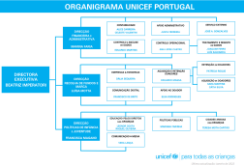## Appendix 1. Layout and organization

Layout and organization (the element deals with the overall image of the website. Specifically, what impression it leaves to the user, what feeling it evokes and the form it has.)		
Lithuania	**Portugal**	**United States of America**

Appendix 2. Cultural categories

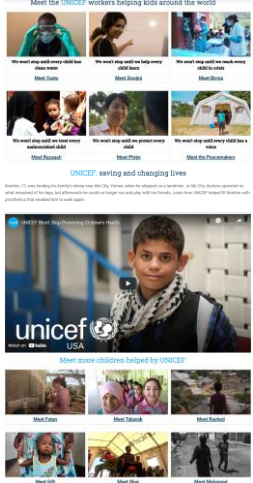| Categories	Lithuania	Portugal	United States of America	Value[1]
Power distance				
Hierarchy	*UNICEF Lietuva valdymo organus sudaro visuotinė asamblėja, valdyba ir vykdantysis direktorius.* *GARSŪS RĖMĖJAI IR AMBASADORIAI UNICEF Lietuva Geros valios ambasadoriai viešina Unicef veiklą Lietuvoje ir jau įrodė savo atsidavimą Unicef per tęstinę ir nuoseklią paramą.* *Garsūs rėmėjai remia mūsų veiklą Lietuvoje specialių kampanijų metu arba trumpesniu laikotarpiu. Jie visi buvo paskirti, nes parodė savo atsidavimą Unicef misijai.*	*Ao longo dos anos, tivemos o privilégio de poder contar com apoiantes de renome, em algumas campanhas e acções nacionais, que muito contribuíram para dar mais visibilidade aos problemas que as crianças do mundo enfrentam. Associaram-se a nós figuras públicas das mais diversas áreas como Carlos Lopes, Diogo Infante, Eusébio, João Pinto, Maria Leonor, Pedro Abrunhosa, Rosa Mota, Ruy de Carvalho, Telma Monteiro e Tiago Bettencourt, assim como a Companhia Nacional de Bailado, a Selecção Nacional de Futebol e os Trovante, entre outros.* *Desde 2012, a UNICEF Portugal conta com o Panda como Embaixador e defensor dos direitos das crianças. Simpático e amigo das crianças, o Panda tem divulgado a importante mensagem da UNICEF junto dos mais pequenos.*	*Our Leadership Senior Management Michael J. Nyenhuis, Chief Executive Officer and President Anucha Browne, Chief Advocacy and Engagement Officer V. Renée Cutting, Chief Philanthropy Officer Shelley Diamond, Chief Marketing Officer Michael Klompus, Chief People Officer Andy Rhodes, Chief Information Officer Brett D. Robinson, Chief Operations Officer Cristina Shapiro, President of the Impact Fund for Children Darla Silva, Chief Global Programs Officer Michele Walsh, Chief of Staff* *Board of Directors Michael J. Nyenhuis, Chief Executive Officer and President Dolores Rice Gahan, D.O., Co-Chair Ewout Steenbergen, Co-Chair Glen Baptist Robert T. Brown Gary M. Cohen Philippe Gilbert Nicole Giles Mindy Grossman Hilary Gumbel*	Lithuania (4) Portugal (4) USA (5)
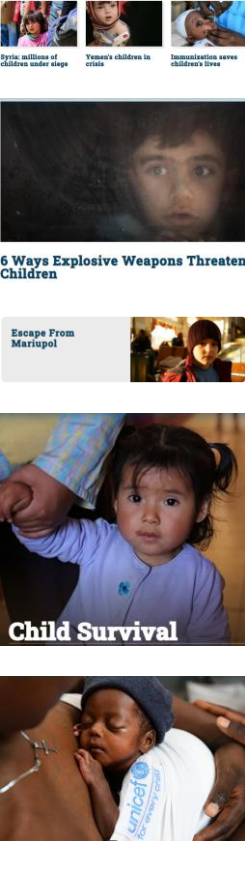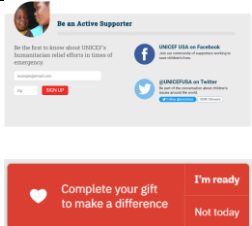
Categories	Lithuania	Portugal	United States of America	Value[1]
			Carol J. Hamilton	
			Andrew Hohns, Ph.D.	
			Téa Leoni	
			Aaron Mitchell	
			Dikembe Mutombo	
			John O'Farrell	
			David M. Sable	
			Henry S. Schleiff	
			Shahriar Shahida	
			Elizabeth Smith	
			Bernard Taylor, Sr.	
			Brannigan C. Thompson	
			Janet E. Truncale	
			Sherrie Rollins Westin	
			Kelly Wilson	
			UNICEF USA ambassadors	
			ALYSSA MILANO	
			DIRK NOWITZKI (WITH UNICEF GERMANY)	
			JEREMY LIN	
			JOSÉ CALDERÓN (WITH UNICEF SPAIN)	
			LUCY LIU	
			P!NK	
			PAU GASOL (WITH UNICEF SPAIN)	
			SELENA GOMEZ	
			SOFIA CARSON	
			TÉA LEONI	
			UNICEF USA supporters	
			Alex Morgan	
			Billie Eilish	
			Dana Brooke	
			Danielle Kang	
			Finneas	
			Gigi Hadid	
			Harrison Barnes	
			Heidi Klum	
			Justin H. Min	
			Kofi Kingston	
			Laurie Hernandez	
			Megan Henderson, KTLA	
			Naomi Osaka	
			Paul Casey	
			Salma Hayek Pinault	

Categories	Lithuania	Portugal	United States of America	Value[1]
			Satou Sabally	
			Sydney Sweeney	
			Ambassador Alumni	
			Angie Harmon	
			Clay Aiken	
			Dayle Haddon	
			Halima Aden	
			Isabella Rossellini	
			James Kiberd	
			Jane Curtin	
			Joel Madden	
			Katie Couric	
			Laurence Fishburne	
			Liv Tyler	
			Marcus Samuelsson	
			Sarah Jessica Parker	
			Summer Sanders	
			Tyson Chandler	
			Vern Yip	
Pictures of leading bodies				Lithuania (2) Portugal (1) USA (5)
Vision statement	*Pasaulis, kuriame realizuojamos kiekvieno vaiko teisės. Savo darbu UNICEF stengiasi*	*A Visão da UNICEF é um mundo onde os direitos de todas as crianças sejam uma realidade.*	To create a world where the rights of every child are realized.	Lithuania (4) Portugal (5) USA (4)

Categories	Lithuania	Portugal	United States of America	Value[1]
	sukurti pasaulį, kuriame visi vaikai, ypač pažeidžiamiausi ir gyvenantys socialinėje atskirtyje, turi lygias galimybes išgyventi ir klestėti.	*A UNICEF trabalha para que todas as crianças do mundo, especialmente as mais vulneráveis e desfavorecidas, tenham uma oportunidade justa na vida que lhes permita desenvolver e concretizar todo o seu potencial, para a construção de um mundo melhor.* *Queremos que todas as crianças tenham acesso a serviços de saúde de qualidade, acesso à educação, que sejam protegidas, que tenham uma nutrição adequada, acesso a água e saneamento. Queremos que todos os seus direitos sejam postos em prática, todos os dias e em todos os lugares do mundo.*		
Pride of achievements	*UNICEF Lietuva švietimo renginių dėka daugiau nei 30 tūkst. vaikų iš 442 mokyklų sužinojo apie Jungtinių Tautų vaikų konvenciją ir jos principus. Drauge su trijų miestų – Alytaus, Kauno ir Vilniaus – savivaldybėmis pradėjome įgyvendinti Vaikams draugiškų miestų iniciatyvą siekdami, kad miestų sprendimuose dalyvautų ir vaikai.* *Valdybos pirmininkas Mindaugas Glodas*	*Marcos relevantes do trabalho da UNICEF Portugal* *Desde a sua génese até aos dias de hoje, a UNICEF Portugal tem levado a cabo o seu trabalho em benefício de todas as crianças em Portugal e no mundo, sendo uma organização de referência no país para os assuntos relacionados com a promoção e defesa dos Direitos da Criança.* *1990 – 2001 / Programa Um Mundo de Crianças (OIKOS e Comité Português para a UNICEF)*	*Every day, UNICEF workers brave war zones, treacherous terrain, disasters and disease to make the world safe for kids. UNICEF has helped save more children's lives than any other humanitarian organization.* *Why donate to UNICEF? It's a smart way to make your money go further for children: UNICEF is a leader: UNICEF is leveraging its expertise as the world's largest vaccine buyer— last year procuring 1.9 billion doses of vaccines for children in 102 countries — to*	Lithuania (4) Portugal (5) USA (5)

Categories	Lithuania	Portugal	United States of America	Value[1]
	Vicepirmininkė Dovilė Burgienė	*1990 -1995 | "Um Mundo de Crianças"*	*ensure delivery of COVID-19 vaccines in low- and lower-middle-income countries*	
	Valdybos nariai Arvydas Avulis Gintautas Bartkus Alex Gibb Alius Jakubėlis Asta Margevičienė Vaidotas Vyšniauskas UNICEF Garbės nariai Prof. Vladas Algirdas Bumelis Šarūnas Klioklys	*1994 – 2001 | "Semear a Solidariedade" 1991 | Encontro Internacional sobre Crianças de Rua IAC/UNICEF 1992 | Relatório "A Pobreza Infantil em Portugal" 1992 | Iniciativa Amiga dos Bebés 2002 – 2012 | Programa "Cidadania, Direitos e Responsabilidades das Crianças" da responsabilidade do Comité Português para a UNICEF e da Câmara Municipal de Sintra*	*UNICEF has perfected low-cost solutions that work: UNICEF provided nearly 17.5 million people with bed nets to save children from deadly mosquito-borne diseases last year UNICEF is an innovator: The U-Report COVID-19 bot answered users' questions and tackled misinformation via SMS and messaging services like WhatsApp in 68 countries*	
	Vykdantysis direktorius Vaidotas Ilgius	*2014 | Relatório "As Crianças e a Crise em Portugal - Vozes de Crianças, Políticas Públicas e Indicadores Sociais, 2013" 2015 | Programa Cidades Amigas das Crianças 2015 | Manifesto pelas Crianças*	*UNICEF tackles tough problems: Too many pneumonia cases go untreated or are misdiagnosed because families can't get adequate, affordable care. Last year, UNICEF ensured that 8.6 million children with suspected pneumonia received appropriate antibiotics UNICEF works to stop outbreaks before they happen: 17 million children impacted by emergencies got their measles vaccine UNICEF believes no child should die from something we can prevent: 66.3 million children received their DTP3/penta vaccines last year, protecting them from five life-threatening diseases — Diphtheria,*	

Categories	Lithuania	Portugal	United States of America	Value[1]
			Pertussis, Tetanus, Hepatitis B and Hib UNICEF is a mother's best friend: 30.5 million babies were delivered in UNICEF-supported health-care facilities last year. 	
Individualism				
Privacy	Not found	*Política de Privacidade, Protecção de Dados e Termos e Condições*	*Privacy policy*	Lithuania (1) Portugal (5) USA (5)
Independence				Lithuania (4) Portugal (3) USA (4)

Categories	Lithuania	Portugal	United States of America	Value[1]
Uniqueness	*Jūsų paramos dėka UNICEF vaikams suteikia: švietimą ir ugdymą išgyvenimui būtiną maistą švarų geriamą vandenį vakcinas pagalbą nelaimių zonose apsaugą nuo smurto* *Nuo veiklos pradžios UNICEF Lietuva geraširdžių žmonių dėka Jungtinių Tautų vaikų fondo (UNICEF) programoms remti surinko daugiau milijoną JAV dolerių. Šios programos gelbsti vaikų gyvybes visame pasaulyje.*	*UNICEF is currently the leading humanitarian agency working specifically to promote and defend children's rights, present in conflict-torn countries and the most remote communities, working to ensure that all children have the right to survival, education, health care, adequate nutrition, access to water, and protection.* *A UNICEF é financiada inteiramente por contribuições voluntárias de Governos, fundações, empresas e doadores individuais. É a única agência das Nações Unidas totalmente financiada por contribuições voluntárias.*	*UNICEF USA is rated one of the best charities to donate to: Less than 3% of every dollar spent goes to administrative costs.* *UNICEF has saved more children's lives than any of the international children's charities. Other organizations help children, but UNICEF does more by fighting for children's rights and delivering the essentials every child needs for an equitable chance in life.*	Lithuania (4) Portugal (4) USA (4)
Personalization				Lithuania (4) Portugal (4) USA (4)

Categories	Lithuania	Portugal	United States of America	Value[1]
Collectivism				
Community	Not found	Extensive documents on community accountability *Política de Salvaguarda da Criança (Comité Português para a UNICEF), Política de Conflito de Interesses, UNICEF e as Empresas, Política de Comunicação de Irregularidades, Política Antifraude do Comité Português para a UNICEF, Comité Português para a UNICEF Código de Conduta Relatório de Actividades e Contas, Relatório Anual UNICEF* *Free of charge educational resources for schools / parents Plataforma com material pedagógico e educativo para ensinar e aprender sobre os Direitos da Criança.*	*UNICEF USA Regional Communities* *Will you join us? Our work impacts generations. Learn more about our mission, and see what opportunities are available in your community and start making change for children today.* (Attention is then paid to each community's <u>individual</u> input, therefore, individualism prevails)	Lithuania (1) Portugal (4) USA (3)
Newsletter	Not found	Subscription for more information in UNICEF activity Mantenham-me informado	Sign Up For Updates	Lithuania (1) Portugal (5) USA (5)
Family	This aspect cannot be objectively assessed because of the nature of the website: it is natural for a children's rights organization's website to be dominated by images of children in difficult circumstances, who are often left without parents. Sometimes, children are depicted with their mothers, who are also in need of help. Meanwhile, it is logical that the website actively emphasizes the importance of joint effort towards the implementation the mission of the organization.			
Symbols	Country specific symbols or images not found	Education presented as a collective act *Educação*	Country specific symbols or images not found	Lithuania (1) Portugal (3) USA (1)

Categories	Lithuania	Portugal	United States of America	Value[1]
		Child protection presented in the context of family *Protecção Infantil* Country specific symbols or images not found		

Uncertainty Avoidance:

Categories	Lithuania	Portugal	United States of America	Value[1]
FAQ	Not found	Not found	Found	Lithuania (1) Portugal (1) USA (5)
Contact information	Contact information (phone no., e-mail address)	General and other contact information	General contact information and option to send a query directly from the website	Lithuania (2) Portugal (4) USA (5)
Tradition theme	Local initiatives dominating, references to relevant documents in Lithuanian	Local initiatives dominating, references to videos in Portuguese / subtitled in Portuguese and additional informational recourses to download in Portuguese	Local initiatives dominating, including videos and additional informational recourses	Lithuania (4) Portugal (4) USA (5)

Masculinity

Categories	Lithuania	Portugal	United States of America	Value[1]
Interactiveness	Little number of interactive elements, except for *donate* buttons, registration to UNICEF marathon for charity and links to the main legal acts, such as UN Convention on the Rights of the Child.	High number of associated documents and reports on accountability, various educational programs and free of charge recourses, precise guide on income tax allocation to UNICEF, option to share information about the	High concentration of buttons for donation and other ways of involvement in organization's activity (*Complete your gift and make a difference: I'm ready / Not today; How to help: Sign up, Shop, Refugee crisis,*	Lithuania (2) Portugal (4) USA (5)

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Categories	Lithuania	Portugal	United States of America	Value[1]
		campaigns directly to personal social networks / communicative channels	*Donate monthly, Sign in, Fundraise; Donate; Submit a partnership inquiry*). High number of references to associated organizations, programs, initiatives, events, etc. Number of references to visual content related to UNICEF activity. Number of educational materials on different topics. Extensive financial reports, information about leadership and careers, as well as ambassadors, supporters, and related achievements.	
Realism	Number of visual information corresponds to the to-the-point information.	Number of visual information is lower in comparison with the to-the-point information.	High number of fact-based information.	Lithuania (4) Portugal (4) USA (5)
Effectiveness	Concise presentation of organization's history and effectiveness.	Considerable amount of information presented on organization's history and durability.	More generalized information is provided on the organization's effectiveness. There is a clear division of UNICEF USA's activities into smaller groups (communities, donors, celebrities, etc.), their functions and achievements.	Lithuania (3) Portugal (4) USA (4)
Gender roles	Not found	Not found	Not found	Lithuania (1) Portugal (1) USA (1)
	There is an objective reason of more woman, as mothers, displayed in images together with children as they are the target group for UNICEF activity.			
Long-term orientation Future-orientation	Websites are not analysed according to Long-term Orientation due to the type and mission of the organisation, which coincide with the cultural categories that define this dimension.			
Indulgence Self-Entertainment	Websites are not analysed according to Indulgence due to the type and mission of the organisation, which coincide with the cultural categories that define this dimension.			
High-context culture				

Categories	Lithuania	Portugal	United States of America	Value[1]
Politeness, mildness, aesthetics, indirectness	Polite tone is used to address the user: *Padėkite vaikams Ukrainoje Prašome jūsų pagalbos Prašome jūsų skirti 1,2 GPM paramą Jūsų parama svarbi Remkite UNICEF Jūs galite padėti: tapkite reguliariu UNICEF rėmėju Paaukokite šiandien Ačiū Jums už Jūsų pagalbą Širdingai Jums dėkojame už Jūsų pagalbą!*	Polite tone is used to address the user (including call for donation buttons): *Ajude a UNICEF Clique aqui para saber como Faça um donativo agora Torne-se a donador mensal da UNICEF Hoje pode mudar o mundo. Saiba mais Ajude a manter as crianças seguras quando um desastre as atinge.*	Polite requests found: *If you have questions about the Guardian Circle, please reach out to Karla Coello, at kcoello@unicefusa.org* *Please enter the email address used when making your donations.* *Please enter some keywords.* Polite encouragements: *Welcome to UNICEF USA!*	Lithuania (4) Portugal (5) USA (3)

Low-context culture

Categories	Lithuania	Portugal	United States of America	Value[1]
Intense tone, directness	Call for donation buttons use familiar way of addressing the user: *Paaukok dabar Paaukok vaikams Tavo auka gali padėti apsaugoti vaikus Tapk UNICEF Lietuva savanoriu!*	Not found	Direct tone prevails: *Donate Donate now Help now Learn more Be an active supporter Sign up Receive regular updates about UNICEF's worldwide child survival programs. Follow Join our community of supporters working to save children's lives. Give monthly to save and protect the world's most vulnerable children. Stay informed Complete your gift to make a difference: I'm ready/Not today* Call for donation buttons presented in bright red and are always visible when scrolling down the page or moving from one page to another.	Lithuania (2) Portugal (1) USA (4)
Organization role	Concise information related to the role of the organization. The role of	Focus is placed on the historical facts and development of UNICEF Portugal	The role of UNICEF is emphasised using a large number of superlatives and	Lithuania (3) Portugal (3) USA (4)

Categories	Lithuania	Portugal	United States of America	Value[1]
	UNICEF is emphasised using superlatives and adjectives carrying strong emotional connotation: *UNICEF dirba **190 šalių ir teritorijų**, kad išsaugotų vaikų gyvybes, gintų jų teises ir padėtų jiems išnaudoti savo galimybes nuo ankstyvos vaikystės iki paauglystės. UNICEF veikia **sudėtingiausiose pasaulio vietose**, stengdamasi pasiekti **pažeidžiamiausius ir sudėtingose situacijose augančius vaikus**. UNICEF yra **vienintelė** nevyriausybinė Jungtinių Tautų **organizacija. Skirtingai, nei kitos** Jungtinių Tautų agentūros, UNICEF negauna kasmetinio JT šalių-narių vyriausybių skiriamo finansavimo – UNICEF veikla finansuojama individualių rėmėjų ir aukotojų, verslo, fondų lėšomis ar savanoriškai skiriamu valstybių finansavimu. Todėl Jūsų pagalba ir parama UNICEF yra **nepaprastai svarbi**, kad UNICEF galėtų vykdyti savo misiją – ginti kiekvieno vaiko teises. Nuo veiklos pradžios UNICEF Lietuva geraširdžių žmonių dėka Jungtinių Tautų vaikų fondo (UNICEF) programoms remti surinko **daugiau**	rather than highlighting its success or statistical numbers on the achievements. There is a drop-down menu consisting of 4 pages with detailed information on the history, structure, mission and vision of UNICEF activity in Portugal and worldwide. UNICEF Em Portugal A UNICEF A História No Mundo	adjectives carrying strong emotional connotation, as well as focusing on the organisation's superiority over others: *Why UNICEF is the Best Charity to Donate to* *UNICEF is working to keep climate change **top of mind** for governments and policy makers, believing it to be one of **the most critical issues facing children today**. The rise in climate-related disasters and extreme weather over the past few years makes this work increasingly important because although children contribute the least to greenhouse gas emissions, **the most marginalized children** are the ones hardest hit by the impacts of climate change. Additionally, UNICEF promotes education on environmental issues to empower children to become **champions of the environment** they will inherit.* *For 70 years, UNICEF has looked after the children forced to live in some of **the world's most dangerous places**. UNICEF does **whatever it takes** to protect children's health, employing tried-and-true interventions like immunization against diseases we can prevent and innovations like the drones being used to deliver medical supplies to rural Malawi.*	

Categories	Lithuania	Portugal	United States of America	Value[1]
	milijoną JAV *dolerių. Šios programos gelbsti vaikų gyvybes visame pasaulyje.*		*Donating to support UNICEF's water, sanitation and hygiene programs is **a great way** to have a significant impact on children's health and the communities where they live.* *UNICEF safeguards nutrition from a child's first day of life by promoting breastfeeding, her **first and best protection** from illness and disease.* *If you care about education, UNICEF works in 155 countries to give **the most marginalized children** the chance to learn. What's more, supporting education is **one of the smartest investments** you can make to improve a child's life.* *For that reason alone, supporting education is **one of the most meaningful ways** to donate to children.* Organization's role is also distinguished by constantly presenting impressive statistics: *The unchecked spread of COVID-19, which has **killed over 1.3 million people worldwide**, closed schools and shaken the global economy, has exacerbated already existing crises in such places as Syria and Yemen and **brought 270 million people to the brink of starvation**.* *By the end of 2021, UNICEF and its partners aim to have **2 billion COVID-19 vaccine doses available across more than 180 countries**.* *Today, the number of*	

Categories	Lithuania	Portugal	United States of America	Value[1]
			*countries with violent conflicts is **the highest it has been in 30 years**.* *For **70 years**, UNICEF has looked after the children forced to live in some of **the world's most dangerous places**.* *An estimated **15,000 children** under the age of 5 die every day from preventable causes.*	
Linear-culture				
Clear navigation, fact-based content	Clear navigation. Well-structured, fact-based content.	Many links pointing from one page to another: *O que fazemos (What we do)* → *Áreas de Actuação (Areas of activity)* → *Sobrevivência e Desenvolvimento (Survival and development)* → *Saiba mais (Learn more).* Fact-based content (with considerable amount of organization's history). Informational content is less illustrated.	Clear navigation. Well-structured, fact-based content. Information is rich in visual elements.	Lithuania (5) Portugal (3) USA (4)
Structuring of information	Moderate menu 	Rather extensive menu 	Extensive menu 	Lithuania (1) Portugal (4) USA (5)
Multi-active culture				
Engagement, emotional content	Large-scale images, videos of children in need and the destroyed	Focus on positive images.	Large number of images, videos, and visual elements.	Lithuania (4) Portugal (4) USA (4)

Categories	Lithuania	Portugal	United States of America	Value[1]
	environments they live in.			
	Emotional content is highly related to the type and mission of the organization.			
Reactive culture Subtlety Politeness	Websites are not analysed according to this category as none of the analysed countries belong to Reactive cultures.			