



Kaunas University of Technology
Faculty of Social Sciences, Arts and Humanities

Analysis of Localization Strategies of McDonald's Brand
Master's Final Degree Project

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Translation and Localization of Technical Texts (6211NX031)

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„McDonald’s“ prekės ženklo lokalizacijos strategijų analizė

Akademinio sąžiningumo deklaracija

Patvirtinu, kad mano, Monikos Adomavičiūtės, baigiamasis projektas tema „McDonald’s prekės ženklo lokalizacijos strategijų analizė“ yra parašytas visiškai savarankiškai ir visi pateikti duomenys ar tyrimų rezultatai yra teisingi ir gauti sąžiningai. Šiame darbe nei viena dalis nėra plagijuota nuo jokių spausdintinių ar internetinių šaltinių, visos kitų šaltinių tiesioginės ir netiesioginės citatos nurodytos literatūros nuorodose. Įstatymų nenumatytų piniginių sumų už šį darbą niekam nesu mokėjęs.

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Summary

The title of the Master thesis is “Analysis of Localization Strategies of McDonald's Brand”.

The novelty of the thesis is evident, as with the current processes of globalization and internationalization, and request of brands to sell their products internationally, an increasing demand for localization services is noted. Nowadays it is not enough to simply translate a content, cultural aspects of different locales should be respected, and it is interesting to observe the current situation regarding the need for localization in relatively smaller markets.

The relevance of the thesis is based on the extensive research conducted by such scholars as A. Pym, M. A. Jiménez-Crespo, K. J. Dunne and others in the fields of translation and website localisation.

The aim of the thesis is to analyse localization strategies used in McDonald's Lithuanian website, focusing mainly on the comparison of the examples selected from the section “Naudinga žinoti” and its corresponding sections “About” and “Scale for Good” from the American website.

The object of the thesis is the sections “About” and “Scale for Good” on McDonald's American website and their counterpart on the Lithuanian website.

The objectives of the thesis:

1. to perform an overview of the theoretical aspects of translation and localization, examine localization types, strategies and the process of website localization;
2. to analyse linguistic layer of the content provided on McDonald's website in the Lithuanian version;
3. to analyse non-verbal elements used in the Lithuanian McDonald's website;
4. to examine the level of localization of McDonald's website in the Lithuanian market.

After carrying out the research, the following **conclusions can be drawn:**

1. The theoretical overview has revealed that with respect to the ongoing processes of globalization and internationalization, cultural differences remain an important factor in businesses, and for this reason, localization – a process consisting of two major procedures: translation and adaptation of non-verbal, culture-specific elements, regarding a certain locale, is used. Website is a multimodal platform and thus not only text itself should be localized but also other non-verbal elements characteristic to websites such as images, layout, navigation, structure, symbols or colors should be adapted respectively.
2. Linguistic content provided in the American McDonald's website is localized by translating, transcreating and creating textual information in the Lithuanian website. Transcreation is employed in the Lithuanian website in order to present the content in a more appealing way

for a website user. Advertisements and other content provided in the main page differ for the American and Lithuanian market respectively, by providing information relevant to the current events in that specific market.

3. Non-verbal elements used in the McDonald's website are also localized and adapted to the needs of the Lithuanian consumer. Although there are some similarities between the original and localized website, the Lithuanian website does not contain any multimedia elements used in the American web page, which means that multimedia elements provided in the Lithuanian website are created and possibly used only for this particular target market.
4. After carrying out descriptive and comparative content analysis of linguistic and non-verbal elements, considered to be an equally relevant parts of websites and localization procedures, it can be noticed that the McDonald's website available in the Lithuanian market is extensively localized, by employing all procedures necessary for successful localization such as translating, adapting by making various adjustments, regarding culture-specific aspects, and checking post-production quality.

The thesis is structured as follows: introduction, theoretical overview, methodological and empirical parts, conclusions, list of references, list of information sources and appendixes.

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Santrauka

Magistrinio darbo **pavadinimas** „McDonald's prekės ženklo lokalizacijos strategijų analizė“.

Magistrinio darbo **naujumas** yra akivaizdus, kadangi dėl šiuo metu vykstančių globalizacijos ir internacionalizacijos procesų bei įmonių siekio parduoti siūlomus produktus visame pasaulyje, pastebimas ženklus lokalizacijos paslaugų paklausos kilimas. Šiais laikais neužtenka vien tik vertimo siūlomų paslaugų, daugiau atsižvelgiama į tam tikros vietovės kultūrinius aspektus, todėl įdomu atkreipti dėmesį ir į tai, kokios lokalizacijos strategijos naudojamos mažesnėse rinkose.

Magistrinio darbo **aktualumas** paremtas išsamiais tyrimais, atliktais tokių mokslininkų kaip A. Pym, M. A. Jiménez-Crespo, K. J. Dunne ir kitais, vertimo ir internetinių svetainių lokalizacijos srityse.

Magistrinio darbo **tikslas** yra išanalizuoti lokalizacijos strategijas, panaudotas lietuviškoje „McDonald's“ internetinėje svetainėje, daugiausia dėmesio skiriant atrinktų pavyzdžių iš skilties „Naudinga žinoti“ ir atitinkamų skilčių „About“ ir „Scale for Good“ iš amerikietiškos „McDonald's“ svetainės palyginimui.

Magistrinio darbo **objektas** yra „McDonald's“ interneto svetainės skiltys „About“ ir „Scale for Good“ Amerikos rinkoje ir jų atitikmuo lietuviškame tinklalapyje.

Magistrinio darbo **uždaviniai**:

1. atlikti vertimo ir lokalizacijos teorinių aspektų apžvalgą, išnagrinėti lokalizacijos tipus, strategijas ir interneto svetainių lokalizacijos procesą;
2. išanalizuoti „McDonald's“ tinklalapio lietuviškos versijos tekstinės informacijos lingvistinius aspektus;
3. išanalizuoti „McDonald's“ tinklalapio lietuviškos versijos neverbalinius elementus;
4. ištirti „McDonald's“ svetainės lokalizacijos lygį Lietuvos rinkoje.

Atlikus apžvalgą ir analizę, galima pateikti šias **išvadas**:

1. Atsižvelgiant į atliktą literatūros apžvalgą, paaiškėjo, kad nepaisant vykstančių globalizacijos ir internacionalizacijos procesų, kultūriniai skirtumai išlieka svarbiu faktoriumi versle ir dėl šios priežasties pasitelkiama lokalizacija – procesas, susidedantis iš dviejų procedūrų: vertimo ir neverbalinių, tam tikrai kultūrai būdingų elementų, adaptacijos. Interneto svetainė – multimodalinė platforma, todėl ne tik tekstas, bet ir kiti neverbaliniai elementai, tokie kaip nuotraukos, išdėstymas, navigacija, struktūra, simboliai ar spalvos būdingi tinklalapiams, turėtų būti atitinkamai adaptuoti.

2. Kalbinis turinys pateiktas „McDonald‘s“ tinklalapyje Amerikos rinkoje yra lokalizuotas Lietuvoje, pasitelkiant vertimą, perkūrą ir naujo turinio kūrimą. Perkūros strategija pasitelkiama lietuviškame tinklalapyje siekiant pristatyti turinį interneto vartotojui patrauklesniu būdu. Reklamos ir kitas turinys, pateiktas pagrindiniame puslapyje, skiriasi, pateikiama atitinkama informacija aktuali tik tam tikroje rinkoje.
3. Neverbaliniai elementai integruoti „McDonald‘s“ tinklalapyje taip pat lokalizuoti ir pritaikyti Lietuvos rinkos vartotojui. Nors panašumų tarp tinklalapių ir buvo aptikta, lietuviškame tinklalapyje nėra panaudotų tų pačių multimedijos elementų, kurie naudojami amerikietiška tinklalapyje, tai reiškia, kad multimedijos elementai naudojami Lietuvos rinkoje yra sukurti ir galimai prieinami tik šioje rinkoje.
4. Atlikus kalbinių ir neverbalinių elementų aprašomąją ir lyginamąją turinio analizę, galima daryti išvadą, kad lietuviškas „McDonald‘s“ tinklalapis yra plačiai lokalizuotas, pasitelkiant visas procedūras, tokias kaip vertimas, adaptacija ir galutinio produkto patikra, reikalingas sėkmingai lokalizacijai įgyvendinti.

Magistrinio darbo **struktūra**: įvadas, teorinė literatūros apžvalga, metodologinė ir empirinė dalys, išvados, literatūros ir informacinių šaltinių sąrašai, priedai.

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Introduction

With rapid changes in the fields of science and technology and access to them, it can be stated that the majority of products or services, dominating the market nowadays, such as movies, video games, software, and websites, offered by different companies can or even should be localized. The field of translation has already been used as a tool for global companies to reach customers, living in different regions. In today's interconnected world, the growing importance of localization can be seen, as more and more businesses choose to localize their content. Localization in general could be defined as the adaptation of a certain product considering needs and preferences of a particular culture, however, such researchers as Jimenez-Crespo (2013), Dunne (2006), Chroust (2007) or Pym (2004) describe the process as being more complicated, consisting of several steps and layers. Localization process includes another major process – translation as well as adaptation of relevant elements of a particular target market such as codes, customs, consumption habits, laws, register, images, layouts and others, depending on a product. By translating and localizing their products, companies reach bigger audiences, in a way show respect for those particular countries and increase their own revenue.

As consumer demands and behavior are changing, a need for improvements in language service providers' sphere appears. Thus new technologies, or new ways of translating or localizing contents appear, including computer assisted translations or various localization programs. Nevertheless, not all global companies choose to fully localize their products due to various reasons. Thus, it is important to observe the current situation regarding the need for localization in relatively smaller markets, such as Lithuania, or any changes in the process of localization of certain contents, and in this case, localization of websites will be analyzed in more detail.

The relevance of the thesis is evident, as with the notion of globalization and request of brands to spread their products internationally, an increasing demand for localization services is noted. Translators have always been in a role of mediators, however, nowadays it is not enough to simply translate a text, other methods or strategies should be taken into account, as all cultures wish to be appreciated and various aspects of different locales should be respected. For this reason, it is essential to analyze what localization strategies were used in order to transmit the same message in different regions. Thus, certain conclusions can be drawn and various suggestions may arise that could help businesses to globalize their products in a way that it would bring success.

The object of the thesis is the sections “About” and “Scale for Good” of McDonald's American website and their counterpart on the Lithuanian website. Localization strategies found on the Lithuanian McDonald's website are going to be analyzed by comparing it with the American website, searching for similarities and differences regarding the localization process.

The aim of the thesis is to analyze localization strategies used in McDonald's Lithuanian website, focusing mainly on the comparison of the examples selected from the section “Naudinga žinoti” and corresponding sections “About” and “Scale for Good” from the American website.

The objectives of the thesis:

1. to perform an overview of the theoretical aspects of translation and localization, examine localization types, strategies and the process of website localization;

2. to analyze linguistic layer of the content provided on McDonald's website in the Lithuanian market;
3. to analyze non-verbal elements used in the Lithuanian McDonald's website;
4. to examine the level of localization of McDonald's website in the Lithuanian market.

The thesis consists of two main parts: theoretical overview and practical part. The following concepts: globalization, internationalization, translation and localization are discussed, the notion of transcreation is presented and explored in terms of translation. The theoretical part also focuses on translation methods used when dealing with digital texts. In addition, website localization process is discussed by explaining different approaches to localization. The practical part of the thesis deals with the analysis of localization strategies used in McDonald's American website and its localized version in the Lithuanian market by comparing selected examples and focusing on linguistic aspects as well as non-verbal elements, in order to observe similarities and differences, evaluate the degree of localization and provide certain recommendations, if needed. The thesis also contains introduction, conclusions, list of references and appendixes.

Descriptive analysis and comparative content analysis are used in order to conduct this research.

1. Website localization

This chapter focuses on theoretical aspects of website localization. Firstly, the concepts of localization and translation are presented and described in more detail and in relation to other major processes such as globalization and internationalization, as nowadays these processes are interconnected in many ways. Also, the relationship between localization and translation is discussed, as there is more than one opinion on whether these are separate fields or translation should be considered only as a part of localization procedure. Moreover, the notion of transcreation is mentioned, as more and more professionals in the field of linguistics tend to choose to transcreate texts, and this is especially relevant in the field of marketing and creation of website content. As the object of the thesis is website localization, the peculiarities of digital text translation are also discussed and variety of methods and strategies are presented. Another section of theoretical part focuses more on the notion of localization and tries to provide various aspects of the process, covering levels, types, layers and strategies. The section also discusses website elements and the difficulties professionals may face during the website localization, as well as website localization procedure and gives a more thorough look at what non-textual elements should be considered during the process.

1.1. Defining translation and localization in the context of GILT

Nowadays with rapidly growing industries and technological advancements, a need for people, businesses and countries to become closer and interconnect appeared, and thus the term globalization evolved. Although the notion of globalization itself is not relatively new, the process or processes can be viewed as new, in terms of scope, intensity and scale (Blommaert, 2010). With the help of this process it became possible to access international interaction across wider space, in shorter time (Pieterse, 2019). Therefore, various brands and businesses tend to make their offered products or services globally reachable and it is beneficial for both, consumers and companies. According to Pieterse (2019), globalization can be described as an objective empirical process of increasing connectivity in all spheres of life, but also it can be viewed as a subjective process referring to social awareness of constantly growing global interconnection. However, globalization does not necessarily mean that other countries or cultures should accept the outcomes of the process and live by the rules set out by bigger economies, on the contrary, more and more companies choose to go global but by employing other important processes such as translation or localization, still consider each culture and its values.

Although globalization process is prevailing to this day, cultures and cultural differences remain relevant in the context of global markets. Companies ultimately seek to make fully globalized products, but in order to do that they have to consider other processes that come within the notion of globalization. One of those processes is called internationalization and based on the definition provided by the Localization Industry Standards Association (LISA), it involves generalization of a product in a way so that it could be used in multiple languages and different cultures without the need of re-making or re-designing it. Similarly, Witt and Metzger (2010) describe the same process of internationalization as a readiness of a product for any international market and users speaking different languages and having different cultural preferences. Nevertheless, both processes affect cultures and cultural identity of many people to greater or lesser extent, for this reason, it is important to acknowledge and respect cultural boundaries in various aspects of life (Atay, 2015).

Efficient communication between various cultures cannot be possible without another key process – translation. The classical definition of translation proposed by Catford (1965) states that: “Translation may be defined as follows: the replacement of textual material in one language (SL) [the source language] by equivalent textual material in another language (TL) [the target language]” (Catford, 1965:20). The explanation provided by the scholar stresses the importance of equivalence, however, today the concept of translation is comprehended in a broader sense. For instance, researcher Sofer (2006) claims that translation is more than the substitution of one word with another in the target language; it is a process of making certain decisions when choosing the best way to translate a word. Undoubtedly, translation as well as many other fields experienced many changes in the context of globalization process. Dating back to Mesopotamian era, when first forms of translation were noticed, nowadays, the field of translation studies has evolved in many ways.

Over the last few decades the field of translation studies has grown significantly, expanding not only in the process of translation itself but also reaching other disciplines such as applied linguistics, computational linguistics, gender studies, cultural studies and many more (Sato-Rossberg, Wakabayashi, 2012). Researcher Bassnett (2014) also notices that the effects of globalization reflect on translation itself, now a translator’s role is not only to translate content from one language to another, but also to act as a negotiator, mediator, liberator, someone who would “free the text from the fixed signs of original shape making it no longer subordinate to the source text but visibly endeavoring to bridge the space between source author and text and the eventual target language readership” (Bassnett, 2014). Evidently, translation became a more complex discipline, where only profound knowledge of certain languages is not enough, the field became interdisciplinary and now explores a variety of paradigms and methodologies (Way, Vandepitte, Meylaerts, Bartlomieczyk, 2013). Thus, with constant changes in various fields due to the intensified interconnectedness, or in other words globalization, the field of translation has also evolved and is tightly related to the concept of globalization, and as Godev (2017) points out, “translation is an essential infrastructure element that makes globalization possible” (Godev, 2017).

In the process of creating a global product, another key concept, localization, must be discussed. While translation is considered to be a quite old industry, localization is a relatively new field, during the past few decades it has emerged as a new sphere which is related to translation but at the same time differs from it (Dunne, 2006). Only in the 1990s the industry established, and thus translators had to adapt to the new ways and challenges (Esselink, 2003). In general, the term localization refers to the adaptation of any products, services or contents to a specific market or locale. Maroto and De Bortoli (2001) provides a more detailed definition, stressing that it is the process of adapting technical media products so that they would be functionally, linguistically and culturally acceptable in a target market. Another researcher Jimenez-Crespo (2013) defines localization as follows:

the term ‘localization’ stems from the notion of ‘locale’, the combination of a sociocultural region and a language in industrial setting. It refers both to the processes by which digital texts are modified to be used by audiences in different sociolinguistic regions and to the products of these processes themselves (Jimenez-Crespo, 2013).

The explanation provided by the scholar stresses the involvement of many processes in order to best adapt products or contents to necessary international markets. As noticed by another researcher Dunne (2006), localization includes several procedures: 1) translation of textual elements from one language to another, 2) adaptation of non-textual elements, such as packaging, colors, layout, icons, etc., whilst taking into account certain cultural, technical and legislative requirements of target locale.

Hence, localization is concerned not only with translation of linguistic content but also with the adaptation of a product considering other relevant factors regarding targeted cultures.

The process of localization is focused solely upon individual cultures, local consumer preferences and thus is valuable from the perspectives of countries and individuals. Understanding the values and behavior of consumers living in unique cultures and then adapting the necessary content or product to that specific market is the key factor in a successful localization process (Singh, 2011). However, it is not always in a company's best interests to fully localize, translate or transcreate its products. According to Dunne and Dunne (2011), there usually are two main reasons why companies choose localization: the first one is called the reactive approach, meaning that an international customer wants to purchase a localized product or products, another approach is called strategic, when a company simply wants to expand in international markets. Nevertheless, whatever is the reason to localization, it still is a relatively long and costly procedure and success can only be achieved by spending enough time properly analyzing a target market and all culture-specific elements relevant to the localization (Dunne, Dunne, 2011). In other words, successful localization needs to be carefully planned and controlled with a perspective in the future (Bjorksten, Hagglund, 2010).

As discussed previously, localization is just one of the processes and it cannot be fully comprehended on its own, it has to be viewed in the context of other processes: globalization, internationalization and translation or all together referred to as GILT (Dunne, 2006). As it has already been mentioned, globalization is a broader process, having an ultimate goal to make a product global. However, first of all the process of internationalization should be used, meaning that a product has to be generalized in such a way, that it could handle multiple languages and cultures, without making any changes in a product itself and the final step includes localization of a product, making it both linguistically and culturally appropriate to the target locale (Pym, 2004). Translation is only one part of localization and as noticed by Cadieux and Esselink (2004), sooner or later there might be no distinction between translation and localization industries, as these two fields will merge into one, as in the context of rapid changes in technology, professionals in the translation industry will have to know how to successfully apply all localization procedures in order to obtain desired product.

Moreover, it is important to define what exactly the function of translation in the context of localization is. Researcher Pym (2001) considers translation as only a small part of localization process, as according to him, it is "the minimalist replacement of natural-language strings". Every culture, country or region has not only its own language but also other culture-specific features such as values, law, humor, slang, images, religion, political correctness and etc. that should be taken into account when localizing or adapting certain products to a target market, and only using translation would be ineffective and not accurate (Maroto, De Bortoli, 2001). However, other scholars believe that localization is not a completely separate field and it falls under the translation studies and overall localization could be defined as technology-based translation modality that not only translators but other agents are required during the process (Jimenez-Crespo, 2013). Although the debate whether localization is a separate fully functioning field and translation is only a minor part of it is ongoing, various service providers suggest different services – translation and localization, pointing that translation only deals with substituting words from one language into another, while localization deals with a more general process of adapting a content. As noted by the scholar Pym, "The two terms, however, name potentially antagonistic ways of approaching cross-cultural communication" (Pym, 2004).

To sum up, globalization is inevitably spreading and is affecting to some extent various fields of life, however, businesses try to use this opportunity and make their products global in order to gain international success. To make a product global companies need to be aware of cultural differences and prepare the product in a way that it could be easily modified further, for this reason another major process of internationalization should be regarded. Following the objective of making a global product, localization – the procedure of adapting a content in terms of various cultural preferences to a target market, should be employed. This specific process is focused mainly upon preferences of local consumers, and thus includes more than one step including translation and adaptation of other relevant elements of a product, such as pictures, multimedia elements, colors and etc. Translation is yet another procedure related to globalization and could be considered as a part of localization process. Altogether these four interconnected processes could be regarded as GILT and should be equally taken into account.

1.1.1. Defining transcreation in terms of translation

As discussed in the previous section, both translation and localization processes are highly important in the context of making a product or a service global, nevertheless, one more key concept, transcreation, should be addressed as it is also quite often used, especially, in the fields of marketing and advertising. Globalization and rapidly changing technologies imposed new challenges on Translation Studies, thus new modes of translations had to evolve, including fandubbing, fansubbing, crowdsourcing and transcreation (Spinzi, Rizzo, Zummo, 2019). The latter emerged in the 1970s, in the field of advertising and was understood as a creative transformation of content to reach a variety of cultural markets (Scott, 2019). Thus, simply translating units of language became not enough, the need for creativity regarding adaptation of a content in different cultures appeared. However, if going beyond the traditional understanding of translation the notion of creativity is one of the skills that is useful to all translators regardless of the field of translation (Esser, Bernal-Merino, Smith, 2016). Scholars Maroto and De Bortoli (2001), describe transcreation as follows:

Transcreation is the process of culturally and linguistically adapting marketing-oriented messages (as opposed to technical content) to the requirements of another market. The preservation of the meaning or message of a piece of text usually requires the re-writing of a phrase rather than a verbatim translation (Maroto, De Bortoli, 2001).

The definition emphasizes the importance of keeping the intended meaning of a text but at the same time making certain adaptations usually by rewriting sentences or phrases considering the target culture.

With reference to the previous explanation of the concept of transcreation, in a more general way it is understood as the process of translation and copywriting. As noted by researchers Tonkin and Frank (2010), transcreation is a creative approach to literary translation. However, the question arises to what extent transcreation is relevant and why one should choose it over a more traditional procedure – translation. Globalization process affected many spheres, including consumer behavior, as an emotional value became of great importance, advertising or marketing companies had to change their strategies and thus they began to focus more on emotional branding (Esser et al., 2016). Therefore, something had to change in the traditional understanding of translation as the main purpose was to make a foreign product as local as possible to a target audience (Esser et al., 2016). Different from translation practice, transcreation focuses not only on linguistic elements but also on other no less relevant elements such as images and thus its main goal is to perform all necessary procedures in order for a content or product to work in a target market (Khosrow-Pour, 2019). If transcreation is to

be considered as a creative translation, or as called by Gaballo (2012) “re-interpretation” of a product, then a translator should be a professional not only in the field of languages but should possess other qualities such as originality and flexibility. Nevertheless, the term transcreation does not mean a creation of something completely new, a logical relation between the original and transcreated content has to remain (Gopinathan, 2006).

The confusion between the concepts of translation and transcreation exists to this day, as some theoreticians propose that transcreation falls under the term of translation and it should be considered as one of its strategies. In this global environment translators are quite often asked to produce a content in a business field in a foreign language but in a way that it would include some elements of advertising (Seruya, Justo, 2015). Such fields as marketing or advertising require more than literal translation or the amount of creativity that is possible to the extent of applying various translation methods, thus Benetello (2018) proposes that transcreation process should entail four different skills:

- 1) Language skills (as one of the main tasks is to provide a content in a foreign language, transcreator takes the role of translator);
- 2) Copywriting skills (as content must be as creative and original as the original, even some advertising strategies can be applied, transcreator takes the role of a copywriter);
- 3) Cultural sensitivity (as a content should be appropriate in a target market, transcreator should also be aware of cultural differences);
- 4) Local market understanding (as transcreator should pay attention to the wording or selection of images and needs of consumers in that specific market) (Benetello, 2018).

In general terms, the aim of transcreation is to make any necessary alterations so that the source text would work in foreign markets and at the same time remaining the original creative intention (Pedersen, 2014). At this point, some similarities between transcreation and localization processes could be taken into account. Both processes mainly focus on the relevance of culture and consumer behavior in a specific market and they both include the process of making a product culturally and linguistically appropriate, while the main difference between the concepts is their field of application, as localization is more often used in software, games, websites, and transcreation deals with marketing and advertisements (Pedersen, 2014).

The relatively new concept of transcreation can be compared to another quite similar term of adaptation in connection with translation. It has already been mentioned that transcreation deals with more than just simple translation tasks, it includes other important part of the process – adaptation. Krebs (2014) mentions translation and adaptations as two separate practices and products, which are fundamental elements in our global lives. According to him, there is a tendency to “view adaptation as a creative version of, rewriting of or commentary on a source text, as opposed to translation which, it is assumed, offers sameness and strives for equivalence” (Krebs, 2014). Another scholar Torresi (2014) points out that the notion of adaptation mainly stresses the cross-cultural element of the process, adjusting content to a target locale while preserving initial intention, and the notion of transcreation refers to “re-building” the entire content so that it would sound creative in a target market. It can be noted that the explanations of transcreation and adaptation concepts provided by various theoreticians are quite similar and such words as “re-writing” or “re-building” in reference to a target content can be found in both of the concepts, thus in a way they can be considered as the same or similar procedures.

In conclusion, with changes in the field of translation studies, new requirements for translators arise, which lead to finding new approaches when it comes to translating various texts. One of them could be considered transcreation, implying two procedures: translation and creation. Although the importance of transmitting the main idea of a text while translating into other languages remain to this day, the need for certain rephrasing or rewriting of some parts of a text is present, and this is especially evident in the field of advertising, which also relates to localization of websites, as they usually are created with the purpose of promoting products or services. Therefore, if considering transcreation as a method of translation, professionals in the field of translation should have language and copywriting skills, as well as understanding of local marketing and be aware of cultural sensitivity. Transcreation can also be viewed in relation to another notion of adaptation as they both stress the importance of making a product culturally acceptable.

1.1.2. Translating digital texts

When discussing localization strategies, it is important to explore strategies and techniques used in one of the components of GILT, translation procedure, while taking into account notions of transcreation and adaptation of a product. A variety of strategies and methods of translation exists and each can be applied to a specific text (Byrne, 2006). All of the famous scholars in the field of linguistics such as E. Nida, W. Benjamin or L. Venuti have been exploring the field of translation and debating over literal and free translation approaches, certain procedures and strategies (Shamma, 2014). Newmark (1988) came up with eight different translation methods: word-for-word translation, literal translation, faithful translation, semantic translation, adaptation, free translation, idiomatic translation and communicative translation. He points out that adaptation should be considered as the “freest” form of translation, where text has to be rewritten so that it would work in target market (Newmark, 1988). The translation of culture-specific items requires not only linguistic, but also cultural knowledge, and thus specific strategies need to be used in the process (Petruionè, 2012). As briefly discussed in the previous section, with the appearance of globalization, a major change was visible in translation studies, as culture became valuable factor and one of a translator’s is to be a cultural mediator (Shamma, 2014).

With evolving technologies, the amount of digital content, such as video games, software, websites and etc. also rises, which means that the linguistic side of those contents needs to be addressed in more diverse ways. For this reason, various computer-aided translation tools, such as terminology management, translation memory, alignment, quality assurance tools and etc., are used in the process of translation (Dejica, Hansen, Sandrini, 2016). Nowadays translators are relying on machine intelligence and technology in a way supports the diversity of languages (Cronin, 2012). Website translation requires extensive knowledge in various fields and strategies, as websites are rather unique in the sense that regulatory, time and space constraints exist (Xiaojuan, 2010). In general, translation strategies or methods should be chosen accordingly to the text type, whether it is in a digital or a more traditional form. Garcia (2013) presents eleven translation procedures, which can be applied when translating specific elements within a text:

- 1) Amplification – ST element is translated using more monemes.
- 2) Explication – elements which are implicit in the ST explicit in the TT.
- 3) Omission – some parts of information are omitted in the TT.
- 4) Modulation – an element in the TT is changed with regard to ST.

- 5) Equivalence – an element is replaced in the TT with another having the same pragmatic function.
- 6) Compensation – an element of the ST is put in another place in the TT.
- 7) Addition – some parts of information are added in the TT, which were not present in the ST.
- 8) Condensation – an element of the ST is translated with less monemes.
- 9) Partial foreignization – some foreign language elements are left in the TT.
- 10) Partial adaptation – culture-specific element of the ST is accordingly adapted in the TT.
- 11) Partial creation – a new element is created in the TT (Garcia, 2013).

These translation methods could be applied when translating various texts, especially digital ones as many changes have to be made in order for a product to be fully localized. However, not only certain translation methods should be used in order to deal with digital content, but specific aspects of language which usually cause many problems when translating. As noted by Boiko (2005), the following communication conventions should be considered carefully: idioms (they are especially particular in different locales and may require more than finding equivalent expression as it can even be completely rephrased as it is used in the target language); metaphors (such phrases highly depend upon circumstances which can vary in different cultures); connotations (meaning of words can be relatively standard, however, connotations can be different) and references (specific mentioning of things, events or people that highly depend upon locale and even individual people) (Boiko, 2005).

As presented in the beginning of the chapter, websites consist of various elements: written texts, pictorial, graphic and even acoustic ones and they have a communicative purpose (Pierini, 2007). The same aim of a website has to be expressed in different markets, having in mind its multimodal nature. Pierini (2007) distinguishes four translation strategies when dealing with web content, these include: 1) a text is translated without making any adaptations while non-verbal elements are left unmodified; 2) only small verbal and non-verbal element are translated and modified; 3) a text is rewritten while non-verbal element remains unmodified and 4) verbal and non-verbal elements are fully modified. The author also points out that when translating promotional texts some form of adaptation is inevitable (Pierini, 2007). Some websites are considered promotional as they advertise a company's products or services, for this reason particular strategies or techniques could be employed in order to reach global consumers. Sulaiman and Wilson (2019) propose 6 different techniques to deal with the language of advertising:

Table 1. Language techniques proposed by Sulaiman and Wilson (2019)

Ego-Targeting	This technique addresses a reader directly, and thus consumers can feel appreciated and special. However, the extent to which this technique could work depends on a target culture and level of individualism. Such linguistic devices as informal language, first-person pronouns and imperative mood.
Keying	This technique implies the usage of keywords so as to emphasize the positive side of a product, usually imperative verbs are used. This is especially important in websites, as some users do not read the whole text; they rather “scan” it and look for headings or keywords. Keywords also increase the visibility of a website, relating to SEO.
Contrasting	This technique creates certain oppositions through lexical and ideological means, highlighting what you have and what you could have.
Exoticising	This technique entails the usage of foreign words in order to create an “exotic” effect and reflect unique qualities of a product or service. The technique is also known as “borrowing”, as proposed by scholar Vinay and Darbelnet.

Comparing	This technique is concerned with the reduction of strangeness and providing a balance. Such linguistic means as simile or metaphor can be used.
Poetic devices and humour	This technique entails the usage of various stylistic devices such as allegory, allusion, irony and others. While the usage of humour is always appreciated by the consumers.

Source: Sulaiman and Wilson (2019)

Although, the translation process is only one step regarding the entire GILT process, it is extremely important, and thus a translator has to choose suitable strategies and methods to deal with texts, digital texts in particular, as they are one of the main components presented to the viewers globally.

To sum up, with users preferring reading digital content, it became important to deal with such types of texts in more diverse ways in terms of linguistics. Apart from traditional translation techniques such as literal translation, faithful, semantic, word-for-word translation or adaptation, other approaches regarding the translation of specific elements, should be applied. The language of advertising used in websites is of multimodal nature and thus is more complicated to deal with. However, certain techniques such as ego-targeting, keying, contrasting, exoticising, comparing and using poetic devices should be regarded in order to make textual elements fully localized and properly adapted.

1.2. The process of web content localization

This section presents the concept of web content localization, talks about multimodality and different types of information that can be localized. Also, a more thorough analysis of localization process is presented, starting from presenting types of localization and moving to localization layers and main strategies used in web content localization. Also, presenting the main challenges a translator or localizer could face when dealing with websites and their adaptation to specific markets, as briefly discussed in the beginning of the chapter, it is a more complicated process including even various technical aspects that should be taken into account.

The previous chapter presented the concept of localization in the context of other major processes, however, as the main object of the thesis is to analyze localization strategies of a website, it is important to discuss web content localization process. Global market has caused World Wide Web to become inseparable part of international business, it allows for various businesses to expand and interact with consumers from all over the world (Singh, Pereira, 2005). The Internet is a way of communication in this globalized market (Jimenez-Crespo, 2013). Localization of a website can be very beneficial for any company as it shows consumers that a company is considering their needs in terms of their cultural background, which then in return brings profit to businesses (Maroto, De Bortoli, 2001). In today's world it is important to satisfy the needs of culturally diverse consumers, and as noted by Singh and Pereira (2005), "web sites must be culturally customized as part of a larger effort to 'brand' the web sites to the various global segments" (Singh, Pereira, 2005). In general, website localization refers to adapting website content while taking into account linguistic, technical and cultural differences. Jimenez-Crespo (2013) defines website localization as follows:

Web localization is a cognitive, textual, communicative and technological process by which interactive web texts are modified to be used by audiences in different sociolinguistic contexts (Jimenez-Crespo, 2013).

The author notes that web content localization process does not only include linguistic or textual adaptations but also technical procedures. According to Singh and Pereira (2005), there are two

corresponding processes: website internationalization and website localization, and both of the processes cover issues beyond the traditional notion of translation and include other features such as local time, date or zip codes so that websites would be customized to international customer needs. The linguistic side of website contents has been of major interest for quite some time, however, a website contains not only textual elements of all forms but also it is presented with multimedia elements (Sandrini, 2005). According to Hariyanto (2016), website could be defined as a set of “electronic pages generally formatted in HTML (Hypertext Markup Language) and/or php (Hypertext Preprocessor) programming language that can contain text, graphic images, and multimedia effects such as sound files, video and/or animation files” (Hariyanto, 2016).

Website localization process is interconnected with other major processes such as globalization, internationalization and translation, as presented in the previous chapter. As noted by Magiati (2006), a website needs to be internationalized, making it as culturally “neutral” as possible prior to localization, so that it would be easier to localize it later. Before starting to localize or translate any website, three main aspects should be considered: content, linguistic and technical (Hariyanto, 2016). Content of a website addresses the information and the intention provided either verbal or non-verbal elements, linguistic aspect refers solely upon textual elements, while technical aspect is more complicated and includes such elements as “the character encoding, directional language requirement, sorting order, HTML localization, interaction between character encoding and markup language, localizing code, multimedia, search engine, and international user identification” (Hariyanto, 2016). Thus, the process of website localization might seem as a daunting task, including many relevant factors that need to be considered, however, the procedure is necessary in today’s globalized world, as it is beneficial for businesses. As observed by Jain, Chaudhary, Taplamacioglu and Agarwal (2019), English is a worldwide language used for international communication, nevertheless, about 75% of consumers prefer to buy products that are described and presented in their language. Talking more generally, web globalization process includes knowledge from various fields such as marketing, advertising, IT, international business, linguistics, technical writing and even human resources (Singh, 2011).

Website translation or localization is not an easy task because websites are multimodal means of communication and thus require deeper knowledge of professionals. Users get to experience one medium, where different features, such as images, videos, texts and etc. interconnected by hyperlinks, are integrated in it (Sulaiman, Wilson, 2019). Another researcher also points out that website translation is more complex than a standard translation procedure, due to its modality and according to Sandrini (2008), web-based texts could be categorized based on digital asset characteristics that include common content (main texts, pictures and links), multimedia assets (media content: image, video or audio files), application-bound assets (files and documents, requiring specific software), transactional assets (information regarding shopping and transactions) and community assets (online communication platforms) (Ko, Chen, 2015). Thus, due to technological developments, it became more complicated to maintain such multimodal platforms, which then led to the creation of various systems that would help to manage, store or publish such platforms, however, translators and localizers are still required to have specific skills that would help in the process (Jimenez-Crespo, 2013). Those digital assets contain both localizable and less localizable elements, however, the primary focus of them are considered texts and thus texts can be further divided into:

- Static information (documentation of software, manuals, laws, legal documentation, press releases, extracts from books and etc.)

- Dynamic information (warehouse inventory, email accounts, date, time, money exchange rates prices and etc.)
- Semi-dynamic information (staff, price lists, bibliographies and etc.) (Gerzymisch-Arbogast, Budin, Hofer, 2008).

Nevertheless, not all information can be localized or is equally important, thus such decision on what exactly has to be localized, have to be made beforehand (Gerzymisch-Arbogast et al., 2008). As we have established earlier, website localization does not only include the translation of textual elements, or single pages of a website, the entire website should be properly localized, considering its modality, different types of digital assets and information provided in a website.

It can be noted that translation and localization play a major role in how consumers from around the world understand and evaluate web content. The quality of translated and localized content, compliance with culturally-specific issues and preferences of a target market groups influence the way people access a company (Chan, 2018). As noted by Gray and Zappala (2012), websites should be designed and internationalized in such a way that the customers local and global would receive the same message; therefore, the authors suggest the following things to consider for companies:

- Targeting (before creating a website, companies should consider the target audience and thus adapt website features and content accordingly);
- Objectives (a clear statement or message as well as purpose, mission and other relevant information about a company should be present);
- Layout and navigation (website's structure, layout and navigation should be simple enough so that a visitor's experience would be pleasant, not requiring too much effort, having in mind selected target group);
- Appeal and attraction of a website (websites should be designed in an alluring way in order to keep customers' attention and attract new ones) (Gray, Zappala, 2012).

However, regardless of what global consumer preferences are, only companies decide for themselves, based on return-on-investment, what kind of a website they want to create and what should or should not be localized (Pym, 2011).

In conclusion, in order to satisfy the needs of global consumers, businesses have to localize web content. Website localization is a process where linguistic, technical and cultural issues are of high importance and should be addressed equally. Content of a website consists of verbal and non-verbal aspects; thus web content localization requires more than linguistic knowledge. Websites could be presented as having multimodal characteristics, in that they consist of textual parts, as well as multimedia elements such as videos, images, hyperlinks and other. Web-based texts can be distinguished based on digital asset peculiarities, which in turn can contain localizable and less localizable elements, nevertheless, a company has a final word on what elements need to be localized.

1.2.1. Localization: types, levels and strategies

Evidently, the need for localization services is constantly growing, as it is important for companies to create a successful international business, therefore, only making a website multilingual is not enough nowadays. Cultural aspect has to become a key priority, providing suitable meanings, adequate textual elements pictures, colors and for a specific target market is extremely important

(Cintas, Pinero, 2016). Thus, localization can be used as a tool, joining together two different components: language and technology, to create a global product which could cross cultural barriers (Esselink, 2003). Changes in the field of technology, evidently, brought changes into the field of linguistics. As observed by Esselink (2003), various technological means were introduced to manage localization and translation projects, such as machine translation, translation memories, globalization management systems, that let us automatize localization processes. However, prior to applying any technological tools to manage localization processes, other important things should be taken into account. In order for localization of any product to be successful, as localization is one of the interconnected processes of GILT, firstly, it needs to be properly internationalized, and for this reason three steps should be considered prior to localization procedures and those steps include:

1. Removal of culture-specific elements from software or a website.
2. Separation of a web page design elements from translatable parts, clearly identifying user interface, codes of a program and database structures so that the textual elements could be easily found.
3. Choosing the right character encoding systems or fonts, so that textual elements could be processed efficiently (Maylath, Amant, 2019).

If considering these steps carefully, companies could get a strong base for successful localization procedure as a web or software created would be automatically adapted to different foreign markets without needing to make any changes in software or a web itself (Maylath, Amant, 2019). O’Hagan and Mangiron (2013) refer to this preparatory work as “pre-localization” process and mention three tasks that should be performed prior to localization, these tasks include: creation of the localization kit (preparation of relevant information on the project, files or assets that need to be translated), appointment of a localization manager and translators (a person in charge of localization process should be selected and they may choose translators) and preparatory work (familiarization with the product, in case there is a translation memory, it can be checked to facilitate translation).

There are other relevant factors and procedures that need to be considered before localization of a website processes take place. Maroto and De Bortoli (2001) suggest twelve aspects in total that should be taken into account prior to localization:

Table 2. Aspects of localization process

Hard-coded text	Any hard-coded text elements cannot be translated
Hard-coded fonts	Any hard-coded fonts cannot be changed
Foreign characters	A website has to be programmed in such a way to allow displaying different character sets
Cultural issues and symbols	Any culture-specific symbols or graphical representations should be avoided
Double-byte enablement	Such system of characters has to be considered if entering Asian market
Locale-specific content	Different system setting have to be considered for different users
Consistency	Translations (terminology in particular) should be consistent throughout a website
Leveraging text	Translated text should be stored and re-used in later versions of a product, Computer-Aided Translation tools are recommended

Text embedded in graphics, video or animations	It is advisable not to use any text elements in images or video content
Text embedded in scripts	Program scripts may contain translatable elements, they may appear in HTML files or can come separately, thus it would be easier for translators that these text elements should be extracted from scripts
Sort order	Sort order is not the same for all cultures/languages
Quality assurance	Translated elements must be checked as well as web site's interactivity and functionality

Source: Maroto and Bortoli (2001)

Localization itself as a process is not an easy task, but prior to the process, other technical and linguistic aspects should be considered in order to get a successful product, fully functioning and well customized in chosen target markets.

There are many factors ensuring that the localized product, in this case, a website, would be properly adapted and acceptable in a target market. Al-Badi and Naqvi (2009) suggest a conceptual framework for website localization (see Fig. 1).

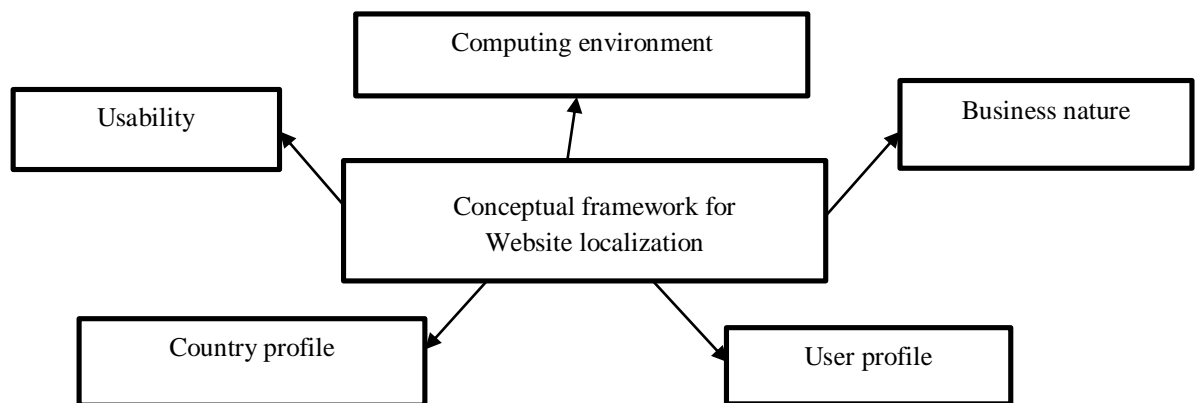


Figure 1. Conceptual framework for website localization (Al-Badi, Naqvi, 2009)

According to them, usability is concerned with how convenient and effective information on the website is provided for the user. At his point, performance of the website is also important, relating to system response time. Computing environment refers to potential difficulties imposed by various factors in a country, such as power sources, internet access, internet speed, cyber-laws or any other technical issues. Country profile deals with already mentioned culture-specific issues, such as date, currency, number, phone, address or user name formats. User profile refers to individual user's preferences and other factors such as gender, age, education level or cultural background, while business nature should indicate the main purpose of a product and strategic goals of a company (Al-Badi, Naqvi, 2009).

Localization strategies may be chosen accordingly to the type of localization, as the field of application has expanded and still is expanding to the extent of new technologies and the need to make certain technological products global. Companies expand their businesses by creating electronic content in the form of a software or a website, apps and other electronic platforms, and thus such region-specific aspects as number, date, currency or other UI non-verbal elements should be

accordingly adapted and localized (O'Hagan, Mangiron, 2013). According to Jimenez-Crespo (2013), more localization types evolved requiring different skills:

During the 2000s the different localization types consolidated into distinctive categories that required specific translation and technical skills from the agents involved, and, although the basic localization types still exist, new emerging modalities are now blending these types and continue to redefine them (Jimenez-Crespo, 2013).

The author distinguishes five different types of localization: web localization, videogame localization, software localization, small device localization and multimedia localization (Jimenez-Crespo, 2013). Some common characteristics among all localization types such as digital nature of texts, interactivity or collaboration between translators and localizers can be noted, as well as differences, the main being different production, features and users (Jimenez-Crespo, 2013). Web localization can also be referred to e-localization, content localization or web content localization (Jimenez-Crespo, 2008). Nevertheless, nowadays any digital content to some extent can be localized and adapted to a desired target market (Roturier, 2015). However, not only various types of localization should be taken into account but also different aspects or dimensions. O'Hagan and Mangiron (2013) point out that the localization process should be viewed in terms of different dimensions: technical, linguistic and cultural. Linguistic dimension deals with translation of textual elements in the context of localization, technical aspect is concerned with the technical elements of a product, as textual elements are embedded in a software or a website, while cultural dimension addresses culture-specific elements and user preferences of a target market (O'Hagan, Mangiron, 2013). As culture is rather important issue in localization, Jimenez-Crespo (2013) stresses four cultural elements relevant in the process of localization, which include:

- Linguistic-textual aspects;
- Visual-iconic aspects;
- Technical aspects;
- Cognitive aspects (Jimenez-Crespo, 2013).

Those elements refer to the higher degree of adaptation of a content which define a culture and thus make properly localized product (Jimenez-Crespo, 2013).

As discussed previously, localizing any content may be beneficial for companies, however, it should be decided in advance to what extent a content should be adapted to a target market. As explained by Parboteeah and Cullen (2017), companies could choose whether to create a standardized website, where layout and design of a website is fairly similar in all countries and some textual elements might be translated but there are no further modifications or a localized website, where layout and design of a website are adapted to specific cultures and countries, various modification can take place because local preferences are considered. Singh and Pereira (2005) (in Jimenez-Crespo, 2013) suggest that there can be more than two levels of web content localization:

- Standardized websites (content presented in one language for different countries);
- Semi-localized websites (only specific content, such as contact page is localized);
- Localized websites (the majority of content and pages are localized, however original functions of a website might be left unchanged);
- Extensively localized websites (the entire content and structure of a website are fully localized/adapted);

- Culturally adapted websites (websites are fully adapted in accordance with all levels of cultural preferences) (Singh, Pereira, 2005 in Jimenez-Crespo, 2013).

However, Chandler (in O'Hagan, Mangiron, 2013) states that there are four main levels of localization referring to game localization in particular: no localization, box and docs localization (where only some parts such as packaging or manuals are translated), partial localization (where in-game textual elements are translated but not the entire product, voiceover files are omitted) and full localization (where all assets of a product are fully adapted and localized) (O'Hagan, Mangiron, 2013). Thus, websites can be either left with minimal changes only regarding the translation process or they can be semi or fully localized based on companies' preferences and resources and usually the extent to which a product is localized depends on a size of a target market.

Localization process – a complex procedure, as it consists of several layers, which should be considered and acted upon accordingly during the process. As noted by Chroust, when localization is carried on more than one level, it increases cultural dependence and comprehensiveness (Chroust, 2007). According to the author, there are seven layers of localization:

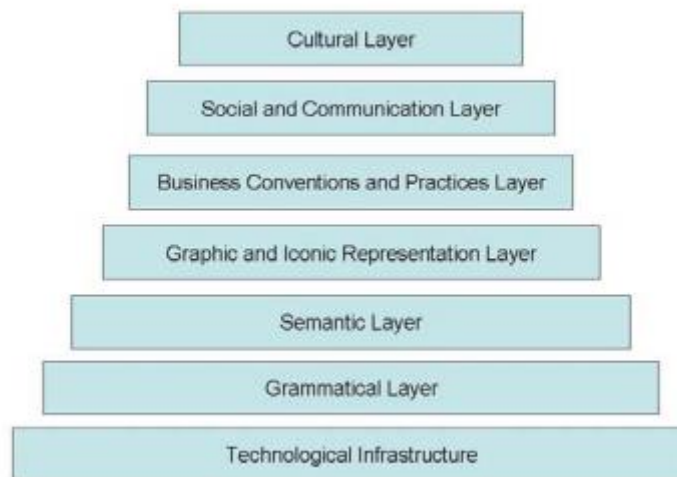


Figure 2. Layers of localization (Chroust, 2007)

Technological infrastructure layer: this layer deals with technical and organizational issues, separation of text and code, storage space, character coding, sorting sequence, preparation of dates, currencies and other language-specific issues. Grammatical layer: this layer is concerned with textual elements, checking of computer-generated sentences and expressions to avoid any ambiguity. Semantic layer: this layer deals with the usage of language, technical, common language elements, expressiveness and abbreviations. Graphic and iconic representation layer: this layer is concerned with graphic issues, images, animations, the usage of symbols, colors and other similar settings. Business conventions and practices layer: this layer deals with cultural blunders, revealing cultural differences, overall performance, and navigation in websites. Social and communication layer: this layer addresses users more individually, content is localized depending on specific cultures, for instance, low-context cultures depend more on verbal communications, such factors as age or gender are relevant at this stage. Cultural layer: this layer deals with specific issues regarding cultural divergence, stylistic devices, such as metaphors, similes or jargon, taboos and humor have to be

carefully considered (Chroust, 2007). Thus, all localization layers have to be taken into account, as eventually, it might help to increase the usability of a localized product.

Once clear goals and target market are chosen, companies need to make certain decisions, plan and choose appropriate localization strategies. A strategy in general could be defined as a certain set of actions, which managers or people in charge of a company take in order to fulfill a company's goals. Localization strategy, as stated by Singh (2011), is targeted towards "understanding local consumer preferences and then adapting the marketing mix (product, price, place, and promotion strategies) to best satisfy consumer needs and wants" (Singh, 2011). It is important to adapt web content to a target market, as it provides an opportunity for businesses to reach potential consumers in different countries (Singh, 2011). However, to achieve successful localization is not an easy task, as it requires choosing and executing the appropriate strategies, having estimated budget for the project in such a way that it would meet all cultural, regulatory and linguistic requirements and expectations of consumers in various target markets (Dunne, Dunne, 2011).

If a company seeks to appeal to a more diverse consumer base across the global, appropriate international techniques should be used in order to get the best results. Looking from a broader perspective, according to Dunne and Dunne (2011), there are four procedures or strategies that should be taken into account in a localization project, which include 1) determining the scope of localization for a specific product, regarding a company's culture policy market conditions and etc., 2) identifying and documenting given requirements for a project, regarding time, quality, costs and discussing how a product should look in a target market and specific locale, 3) arranging tasks that should be decomposed to smaller ones which should be monitored and distributed accordingly and 4) choosing the best ways to implement set strategies and plans of a project to gain desired results. However, as the authors notice, the list is not exhaustive and depends upon specific product localization project (Dunne, Dunne, 2011). Some more concrete strategies regarding the creation of a content which is meant to be localized, were suggested by Swisher (2014), according to him, there are five main strategies on how to make a content ready for localization, these include:

- Writing shorter sentences: longer sentences can sometimes be harder to comprehend in the original language and when translated into another language might be even more complicated. It is recommended to set limited number of words in a sentence which is put for marketing purposes and will be translated. Also, translators interpret sentences in their own way and thus with longer sentences some misinterpretations are more likely to occur.
- Writing less content: not only sentences but also the entire text ready for localization procedure should be shorter as it is not only easier to translate but also cheaper in terms of localization costs. It is recommended to remove all unnecessary words that do not have any meaning or intended effect.
- Keep the content consistent: using different vocabulary to describe the same things can be expensive and confusing to customers. Consistent content is easier to read and thus translate into different languages, it is easier to find consistently used words and thus update them.
- Avoid using culture-specific language: such stylistic devices as idioms, jargon or humor are sometimes hard to interpret in original language, thus when translating them it is even more complicated, thus it is recommended either to find appropriate equivalents and use specific techniques to deal with the translation of culture-specific language or to avoid them.

- Manage terminology: consistency of content can be reached through a proper terminology management of a project. Consistent terminology can preserve a company's trademark and branding as well as the quality of translations (Swisher, 2014).

Therefore, already at the stage of a project's developments certain choices and strategies regarding content and textual parts of a website, such as writing less and using more effective terminology should be selected in order for a product to be easier localized at next stages. Nevertheless, sometimes companies lack a consistency in their chosen strategies regarding the management of a multicultural content, and thus Lockwood (2000) proposed three approaches that should be considered and employed accordingly when localizing a website (in Sandrini, 2005). These approaches are presented as follows:

1. The monarchist approach – where content is translated but not localized and adapted considering different local markets. Such approach is more frequently used in centralized global companies.
2. The anarchist approach – where traditional translation techniques are not used, websites are localized individually, each with a different design adapted to a specific region.
3. The federalist approach (subsidiary approach) – it could be considered as a compromise between two previously mentioned approaches, as the same global content is created, translated and then used internationally, while local content is adapted locally in the corresponding language without using translation (Lockwood, 2000).

In relation to these three approaches, it could be noted that it is a company's decision to choose which one to employ, however, the federalist approach seems the most suitable for getting fully localized products, as some aspects of a project are translated and others are accordingly localized.

In order to understand how localization operates and how it is applied in various projects, it is important to discuss the process itself of web content localization. Generally, as mentioned earlier, website localization include a set of certain procedures used to modify a website for a specific target market, considering the goals set by the company regarding the localization (Sandrini, 2005). The preparation for web content localization includes three phases, regarding previously discussed interconnected processes GILT, which are divided as follows: 1) globalization – identifying localizable elements and separating them from a program's code; 2) localizability – ensuring that no changes in a design will be necessary (it can also be referred to as internationalization); 3) localization – customizing a product (Kalani, Kalani, 2004). Researchers Rocha, Correia, Adeli, Reis and Costanzo (2017) suggest some guidelines that should be considered when localizing a product, which include:

- Degree of localization – referring to whether a product will be fully or partially localized;
- Typology of localization – referring to the models of localization in relation to the objectives set by a company;
- Usability – referring to the structure of a website, whether a user is able to effectively navigate through the page, content must be appropriately adapted to specific locale;
- Comprehensibility and perceptibility – referring the computing environment and the profile of a locale;

- Accessibility and textuality – referring to the parameters of cohesion throughout a website (Rocha et. al., 2017).

Khannur (2014) states that localization primarily consists of three main steps: 1. Translation of textual elements, where machine translation tools could also be used during the process; 2. Making adjustments regarding visual and graphic elements in order to make a product culturally appropriate; 3. Checking post-production quality regarding content, systems and the entire localized product. It is clear that localization process requires gathering some information, such major procedures as globalization and internationalization have to be regarded in advance.

Jimenez-Crespo (2013) presents a more thorough explanation of the process of web content localization. He subdivides a process into several steps:

1. Initial project preparation and acceptance: defining the scope of the project, preparing all required tools for localization, getting the content and structure of a website, analyzing the website and its functions, identifying the adaptation required for the project, distributing tasks, creating smaller files for translation and adaptation tasks.
2. The input of localization specialists and translators: terminology is created, textual elements are translated and localized, necessary elements can be created in localized versions of a website, graphical elements are adapted, keywords are prepared.
3. Quality assurance and integration: translatable elements are proofread, localized elements are integrated into a website's structure, functional and cosmetic tests are performed as well as cultural acceptability is also checked, any changes are made and the final product is delivered to the client (Jimenez-Crespo, 2013).

Evidently, localization process involves the assistance of more than one person, as it is a complex procedure, including a variety of operations, many professionals are required to participate. As translation process is of high importance when localizing a product, new approaches and methods regarding translation and localization procedures arise. Dunne and Dunne (2011) emphasize three new approaches: community translation, where volunteers having common goals can contribute to the translation process; collaborative technology and processes, where members of a community can collaborate on designing a content or code, a team of translators work with same content and use translation memory tools; and crowdsourcing, where a large group of people, professionals, employees, volunteers work with the same project.

To sum up, global product can be created only with the interference of localization which includes language and technology for the purpose of creating a fully adapted product. Today, various technological means such as translation memories, machine translation or localization management systems can be used in the process, which lead to more effective procedure. Prior to the process of localization, certain steps have to be made in order to facilitate the following procedure. Nowadays five types of localization can be usually found, as well as three dimensions: technical, linguistic and cultural. Websites can be left as standardized, semi-localized or fully localized, depending on individual company's preferences. Localization is a complex process, consisting of seven layers which should be taken into account. Appropriate localization strategies have to be implied after target market preferences have been identified.

1.2.2. The importance of locale and non-textual elements in terms of localization

As introduced in the previous chapter, localization stresses the importance of culture, various cultural elements and thus the relevance of locale. Before starting the process of internationalization, translation and localization, it is necessary to decide and choose target markets, where these products will be featured. If following the definition provided in the “Merriam-Webster” dictionary, the term locale can be defined as “a place or locality especially when viewed in relation to a particular event or characteristic”. If looking at the term in the context of digital age, it could be explained as a collection of different parameters in a user’s interface, such as region, time, language settings or other preferences. Maylath and Amant (2019) define the same term locale in the context of localization process and mention that it is “a collection of specific elements including language and geographical area”, however, they also point out that language should not be considered as the main aspect when separating locales, as the same language could be spoken in more than one country.

People and cultures differ in having certain set of values, beliefs, traditions, religion, laws and other culture specific elements, and thus when localizing several types of cultures should be regarded. Culture can be defined by its main components which include values (they influence people’s actions and shape people’s attitudes towards such issues as politics, religion, ethical and others), patterns (the way a society or a group of people think and act through language, music, literature and other means of expression) and institutions (Wilkey, 2014). The context – physical, cultural and perceptual environments, in which communication occurs is important as it determines how people comprehend the information received (Neuliep, 2012). Based on this context two types of cultures are distinguished: low context – where people focus more on verbal elements rather than on non-verbal ones and high context cultures – where people focus more on non-verbal elements rather than focusing on explicit contexts (Neuliep, 2012). Thus, the content which needs to be localized should be adapted having in mind these two types of cultures, and certain choices regarding the use of textual and non-textual elements should be made.

The main features of locale include culture-specific elements, which can vary from certain phrases, images to sounds and layouts of a website, and thus they have to be localized carefully. People involved in the process of localization have to decide which of the non-verbal parts used in content should be adapted, which are important and what their function is (Nord, 2005). Four cultural elements mentioned by Jimenez-Crespo (2013) could be taken into account during localization, they include: linguistic-textual aspects (macrotext, register and other), visual-iconic aspects, technical aspects and cognitive aspects (metaphors, interaction or navigation). As discussed earlier, different levels of localization exist, and thus one created culturally adapted model of a website cannot be used for localizing all websites (Marcus, 2014). Marcus suggests five different cultural markers that should be used for website localization based on the required level of localization:

- The e-culture level (used for non-localized websites)
- The settled cultural level (used for semi-localized websites)
- The broad cultural level (used for localized websites)
- The variable cultural level (used for highly localized websites)
- The vista cultural level (used for fully localized websites) (Marcus, 2014).

The author also proposes specific design elements for a website that should be taken into account and used for different levels of localization, these include: text, layout and organization, colors, pictures, graphics and sounds, interaction and navigation (Marcus, 2014). As pointed out by Lee (2009), “cultural elements represent major variables in determining the acceptability and usability of a website” (Lee, 2009). Therefore, appropriately localized cultural elements can determine the success of a company.

As the notion of culture covers the variety of aspects, O’Hagan and Ashworth (2002) note that localization should be treated as culturalization and thus present several culturalization aspects that should be involved in the process of website localization, these are:

- Character encoding. This includes text processing and checking if character sets or encoding systems are ready to be modified in any way. Some changes in a program itself had to be made prior localization, at the stage of internationalization. This step should concern translators as their job is to receive, display, save and deliver text elements in a digital platform.
- Design and usability. The usability of a website depends on the design of a website, regarding its accessibility and functionality. Design features can cover the position of buttons, layout and other non-textual elements.
- Branding. When localizing, one has to have certain knowledge regarding not only cultural preferences of target markets but also the marketing and advertising field. Sometimes, particular names or words which are part of the brand can have different meanings in a target language thus it is necessary to re-consider them.
- Graphical presentations. Some modifications of icons or other non-verbal elements should be made so that they would be relevant to the consumer in target markets (O’Hagan, Ashworth, 2002).

Another author Christopher also stresses the importance of culture and thus point out several aspects and cultural differences that are relevant to web users, which include: 1) *representation of language* (text itself, headlines, paragraphs and direction of text); 2) *layout and spatial features* (placement of banners, menu, visual and various search functions); 3) *symbols* (currency, time); 4) *content and structure of website* (index, web site map features, help available – provided emails, phone); 5) *navigation design preferences* (type of menu, keyword search and links); 6) *external links and their functionality*; 7) *multimedia element preferences* (what kind of multimedia is presented); 8) *the choice of colors* (Christopher, 2012). It could be noted that cultural elements play a major role in the process of localization of websites, not only linguistic aspects are important for web users but also such elements as design, graphical and multimedia, navigation, links and even colors selected for a specific target market are of great relevance and thus should be regarded properly when localizing.

In conclusion, locale could be defined as a set of specific cultural and geographical elements. Based on the context two types of cultures are distinguished: low context and high context cultures. As cultures consists of specific cultural elements, they have to be regarded in the process of localization. When localizing web content, the following non-verbal elements should be taken into account: layout and spatial features, symbols, content and structure of website, navigation, functionality, the choice of multimedia elements and colors.

2. Analysis of localization strategies of McDonald's brand

The second part of the thesis focuses on the analysis of localization strategies of the original McDonald's website in English, designed for American consumers, the examples selected from the main page and two main menu bar sections "About" and "Scale for Good" in particular and the corresponding website of the brand in the Lithuanian market. The analysis of the original website (in English) and its equivalence in the Lithuanian market is provided, by applying theoretical aspects presented in the first part of the thesis. Websites will be examined from linguistic perspective, identifying the cases of transcreation, specific translation procedures and techniques presented by Newmark (1988), Garcia (2013), Pierini (2007), as well as techniques proposed by Sulaiman and Wilson (2019) to deal with the specific language, in this case the language of advertising, also from the perspective of other relevant part of localization procedure – non-verbal elements, for this part of the analysis several aspects proposed by Christopher (2012) will be employed. Finally, the comparison between two of the analyzed markets' degree and strategies of localization of websites is given in order to assess the level of localization, draw certain conclusions and make suggestions for improvements regarding localization of websites.

2.1. Research methodology

The object of this research is McDonald's website (in English, presented in the USA market), the examples selected from the main page and two main menu bar sections "About" and "Scale for Good" in particular and their counterparts: the main page and the section "Naudinga žinoti" in the Lithuanian market. Selected sections from the McDonald's website provide information on the brand's values, business model, growth strategy, history, food, planet, global diversity and inclusion and other content related to the brand, which might be useful and interesting to know for any consumer. The company has its branches all over the world, however, in total 23 countries were identified having English versions of the McDonald's website, out of 100 links to web pages to different countries, provided in the brand's main (US) page, section "Around the World".

The primary scope of the research is the analysis of the McDonald's website (in English, presented in the USA market), the examples selected from the main page and two main menu bar sections "About" and "Scale for Good" in particular and its localized/adapted version presented in the Lithuanian market. It can be observed that 3224 words in total written in the analyzed sections of the American website were counted, while in the counterpart section of the Lithuanian market 1397 words in total were counted, considering only specific information which could be found on both websites. Considering that some elements of web sites, such as relevant information, pictures or other, may change and websites can be constantly updated, it can be noted that the research was carried out during the period from 2 March 2020 until 25 April 2020.

The information crucial for the analysis was taken only from McDonald's websites: <https://corporate.mcdonalds.com/corpmcd.html> – the US global website (corporate version), and <https://www.mcdonalds.com/us/en-us.html> – another McDonald's website created for American consumers, which are used for the base of the analysis, and <https://mcd.lt/lt/> – the Lithuanian version of the website. Two of the McDonald's brand English websites, presumably created for the US market, were selected, as the Lithuanian version of the website is created/adapted/localized based on the information provided in both of the websites, as the website with the following link

<https://www.mcdonalds.com/us/en-us.html> presents an American consumer with the information on products they can purchase and other relevant information up to date on the company having hyperlinks to the global McDonald's website, where the essential information on the brand is provided.

The empirical part of the Master thesis is based on the following research methods: descriptive systemic literature analysis for the theoretical part and comparative content analysis for the empirical part. The analysis is carried out based on the understanding of localization process, consisting of two key procedures: translation of textual elements and adaptation of non-textual elements, proposed by Dunne (2006), and thus the websites are investigated from those two perspectives. Firstly, the focus is put on the analysis of textual, linguistic elements – the examples selected from two main menu bar sections “About” and “Scale for Good” in particular and its localized/adapted version presented in the Lithuanian market, investigating whether the content, regarding the information is the same in both of the websites or is different, as well as identifying translated elements and translation methods proposed by scholars Garcia (2013), Pierini (2007) and Sulaiman and Wilson (2019).

Also separate cases of transcreation or adaptation are identified based on the comprehension of the concept as making certain adjustments of the content to a target locale, as presented by Torresi (2014). After analyzing one part of localization process – textual elements, the focus is then put on non-textual elements, which are analyzed based on various aspects of websites relevant to website users, proposed by Christopher (2012), which include: 1) representation of language (addressed in the first section of the empirical part); 2) layout and spatial features; 3) symbols; 4) content and structure of website; 5) navigation design preferences; 6) external links and their functionality; 7) multimedia element preferences; 8) the choice of colors.

The ultimate purpose is to conduct the research by describing the characteristics of the websites, identifying translation/localization procedures and interpret certain choices or differences that are present in the localized version of the website. After conducting the analysis, localization strategies and final conclusions are provided regarding the theoretical approaches provided by such scholars as Lockwood (2000), Singh and Pereira (2005) and Swisher (2014).

2.2. The analysis of the examples selected from the sections “About” and “Scale for Good” from McDonald's website in English and its equivalent in the Lithuanian market

The first section of the empirical part of the thesis deals with the thorough analysis of the examples selected from the main page and sections “About” and “Scale for Good” from McDonald's website in English and its corresponding Lithuanian website. In general, McDonald's – a fast food company, founded in America in 1940, and today it is recognized as the world's biggest fast food restaurant chain, operating in more than 100 countries. One of the company's beliefs, stated in the website is to value every individual regarding their identity, culture and experiences, therefore, the brand not only seeks to expand globally but also considers different cultures and localize their content accordingly. As briefly introduced in the beginning of the chapter, the analysis consists of two parts, first of all considering the linguistic aspects of the textual information provided in websites, in aforementioned sections in particular, as well as the main page and non-verbal elements.

2.2.1. Analysis of linguistic aspects of the selected examples from McDonald's website in English and its equivalent in the Lithuanian market

As it is established in the theoretical part of the thesis, translation can be considered as one of the major procedures of localization process, however, culture specific features are also expressed through a language and thus, it is important to access how the company adapted/localized the content by using the means of language. Thus linguistic aspects in the thesis are considered to be all textual elements: words, phrases, sentences and paragraphs, displayed in both of the websites. Selected examples are analyzed by taking into account the content itself – whether the information given in the original website is the same in the localized website or not, what is transcreated, and what translation methods were used. The analysis of this section of the thesis is based on the methodology and understanding of the theoretical aspects provided by such authors as Garcia (2013), Pierini (2007) and Sulaiman and Wilson (2019) discussed in the theoretical part.

The main page, which is seen by a consumer instantly when opening any website, contributes to the overall perception of a brand and thus it is also investigated in the thesis. It can be assumed that the main page of McDonald's website differs in various countries and markets, as usually advertisements are displayed in the main page and they are customized based on the consumers' needs in a specific market, as well as the display itself with all the functions, menu bar, sections and subsections. The main page of the American McDonald's website and the corresponding main page in the Lithuanian were chosen for the analysis. The main focus regarding the main page is drawn on general impressions of the brand provided for consumers in two different markets, trying to investigate whether the information provided is similar, what elements are localized or left unchanged, accordingly customized and adapted, however, it is viewed only from the linguistic perspective without going into a deeper analysis into each section and subsection present in the menu bar, as other non-verbal elements, which are a crucial part of websites, will be discussed in the following section.

It can be noted that the amount of textual information provided in both of the websites differs rather significantly, observing that in the Lithuanian website the content provided regarding the representation of the brand, its history, values, approach and goals is shortened and concise. Thus it can lead to a conclusion that the website was created/localized in that way for a specific reason, perhaps trying not to expand the website and overcrowd it with information that may not seem essential, knowing in advance what preferences of consumers should be taken into account. Generally, when taking a first look into both of the websites and comparing them, they do not seem significantly different, meaning that the idea and the representation of the brand is still preserved in the localized website, as it is in the American website. Certainly, there are some differences in the layout, colors, functionality, symbols and other details – which will be addressed later on in the analysis, as well as the verbal information.

The menu bar section with all following subsections is one of the most important parts of a website, and the most relevant information should be provided in there, as website users make a first impressions of a website based on what it seen and displayed in the main page. The display, usability and functionality of menu options contribute to the overall evaluation of the quality of a website and a brand itself. Menu bar section in the American website consists of six sections: *Our Menu*, *McCafe*, *About Our Food*, *Deals and Our App*, *Trending Now* and *Locate*, while in the Lithuanian website there are also six following sections: *MŪSŲ PRODUKTAI*, *NAUJIENOS*, *NAUDINGA ŽINOTI*, *KARJERA*, *RESTORANAI* and *PAIEŠKA*. Some similarities between both of the websites can be

spotted, for instance, the first section in both websites presents all offered products in those markets, and the original construction of the English phrase *Our Menu* is translated preserving pronoun *Our – Mūsų*, which can be considered as a part of the brand's advertising strategy. The last section in the English version *Locate* was translated into Lithuanian as *PAIEŠKA*, using equivalence and put in the same place in the menu bar section as in the original. Also, *Trending Now* section in the American website corresponds to the Lithuanian section *NAUJIENOS*, which is translating by using modulation method, as new information regarding the products or events is provided. However, other sections are called differently and thus have different functions, and therefore it can be presumed that the rest of the information is accordingly localized to the Lithuanian market.

What is more, the American website has an option to select a language – English and Spanish, which relates to the fact that the website was created having in mind two major population groups in America. Such an option to select a language is not integrated in the Lithuanian page, as Lithuanians constitute the majority of the population of the country and thus the website was translated/transcreated solely into the Lithuanian language. The rest of the information given in the main page on the Lithuanian website is presented in a form of various advertisements, similarly to the original website, although there is more additional information on various applications and then a lot of content is provided in the end of the website's main page with the following sections: *About Us*, *Careers*, *Services*, *Community* and *Contact Us*, with each of them consisting of at least five other subsections on different topics.

Appropriately adapted and localized advertisements contribute to the success of a brand, and thus they should be localized in websites in order to attract the consumers of a specific target market. Three advertisements were spotted in the beginning of a research, displayed in the main page of the Lithuanian website (see Fig. 3), having in mind that websites are usually updated, new information is put or modified and advertisements are changed in accordance with changing consumer preferences and/or present day events, and they take up a significant amount of space in order for the visitors of the website to notice them and make an influence in a certain way. The textual information provided in all of them refer to the same idea of encouraging people to stay home and order food using *McDrive* or other delivery services, which is relevant to the current situation in the world regarding the Corona virus.

Similar situation can be noticed on the American website, as in the main page of the website, the first advertisement also encourages people to order food by using delivery services such as *Uber Eats* and *DoorDash*, which are local delivery service companies operating in America. Also, it is observed that such English words as *McDelivery* and *McDrive* used in the American page are left in the localized Lithuanian website, which can be understood as staying close to the brand and trying to preserve its features even if the brand is expanded globally. It is known that the language of marketing is rich in a way that it uses various techniques, which in this case several of them can be spotted including keying – as such keywords as *McDelivery* or *McDonald's* are used, as well as exoticising. Thus, it can be pointed out that information written in advertisements is changed and adapted based on the current events and needs of customers, the content itself is created for the specific market, in this case adapted to both of the countries, also, various gifts are offered that are available only in this target market.



Figure 3. Lithuanian advertisements displayed on the main page (from McDonald's Lithuania)

Recently a new advertisement, next to the other previously discussed advertisements displayed on the main page was added to the Lithuanian McDonald's website (see Fig. 4). A consumer is encouraged to order and wait in their car and any coffee could be purchased for 1 euro. It can be noted that due to the unusual circumstances and current situation in the world, one marketing strategy stands out in most Lithuanian McDonald's advertisements, which is encourage people to order food either by using various delivery companies or by using drive-in next to the restaurants, and various deals and gifts are offered. American consumers are also encouraged to stay at home and order food by using delivery services, however, at least in the American McDonald's website, it is not as strongly expressed and displayed in form of advertisements, although it can potentially be displayed in other social platforms. During the analysis, the main advertisement in the American website was replaced and it was presumably created due to the current situation (see Fig. 4, picture on the right). In order to show appreciation for healthcare workers in America, McDonald's decided to give them a free meal. Thus, although the same idea is not expressed in the Lithuanian market (at least at the moment, as it might change, in reference to the fact that information provided on websites can be updated/changed or deleted), it appears that the brand representatives in different markets are reacting to the daily news and are able to update and make different decisions that presumably are more relevant in those markets.

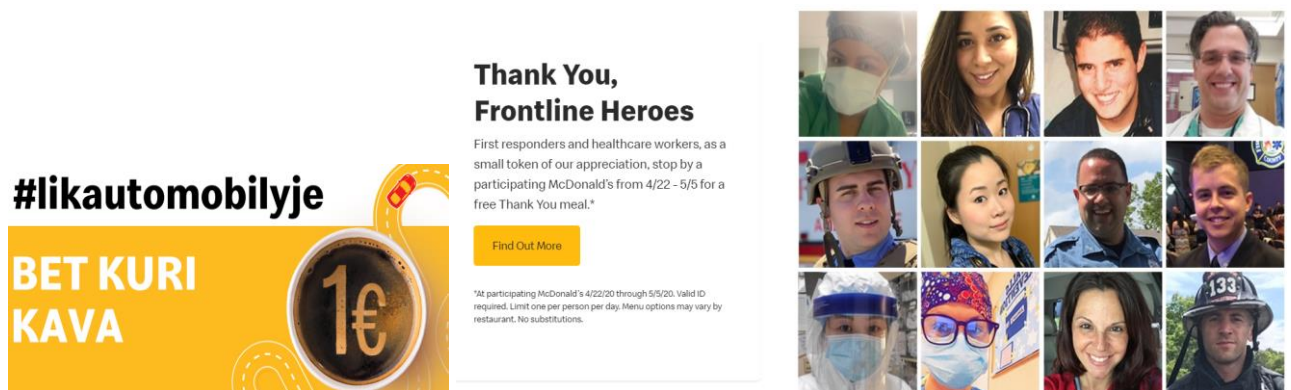


Figure 4. Lithuanian advertisement displayed on the main page on the left and an advertisement displayed on the main page on the American website on the right

It can also be pointed out that during the analysis the Lithuanian website was updated more frequently than the American one, regarding the main page, advertisements in particular. It was also spotted that the different sets of advertisements in the main page in the Lithuanian website change in-between at a certain time, differently from the original web page, where only several main advertisements were displayed during the period of analysis (see Fig. 5). Two new advertisements were added to the main page in the Lithuanian website, replacing the older ones which were discussed in the previous paragraphs. One of the advertisements refer to the promotion of one of the products *Big Tasty*,

presented to local customers, while the second one refers to the sustainability issue and recycling, encouraging people not to leave used materials outside and think about the environment. Although in the information provided further in the American website, sustainability issues and goals are presented explicitly, there are no similar advertisements regarding the issue in the main page of the American website. It can be due to the reason that recycling and sustainability issues are currently more relevant to the Lithuanian market and advertisements are a great way for a message to be seen. It can also be noticed that Lithuanian advertisements for the most part are written by using upper case letters, which attracts customers' attention even more. What is more, ego-targeting technique is observed, as user is addressed directly by using the verb *palik* in an imperative form, as well as keying – using key word *Big Tasty* and contrasting by creating a certain opposition in the sentence provided in the middle (see Fig. 5).

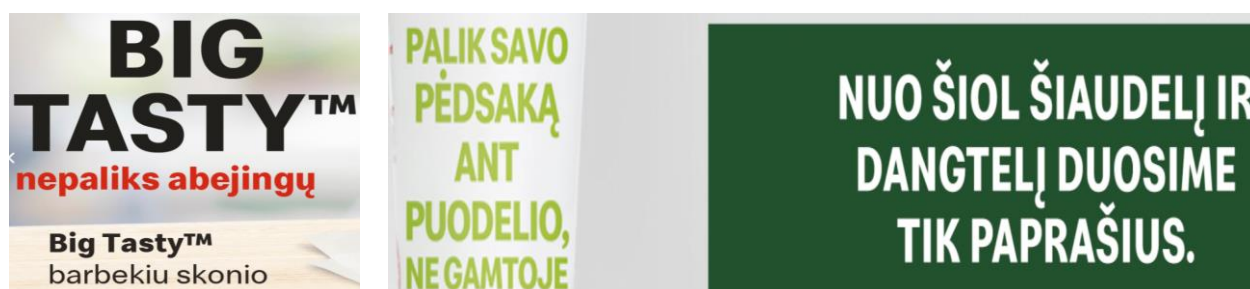


Figure 5. Lithuanian advertisements displayed on the main page (from McDonald's Lithuania)

The rest of the content in the McDonald's Lithuanian main page consists mostly of various pictures or links to read more information on certain topics. In both of the websites consumers are encouraged to follow information about the brand and restaurants in these two markets on various platforms, links to *Facebook*, *Twitter*, *Youtube*, *Instagram*, *Tumblr* and *Spotify* are placed in the American website, while only links to *Facebook* and *Instagram* containing content about McDonald's restaurants in Lithuania are offered for the Lithuanian consumer. By using such verbs in an imperative form in the Lithuanian page as *Sek. Skelbk. Prisijunk.* consumers are encouraged to keep up with the relevant information and news and actively participate in the life of local McDonald's restaurants. Thus, in both markets consumers are offered to become a part of the brand.

McDonald's company presents itself by providing information about the history of the brand, their values, attitude towards the food they make, people and environment. Therefore, it is important to see if in target markets, in this case in the Lithuanian market, the brand is represented in the same way, what information is localized and whether the image of the company remains the same or is different in various regions. The main page of a website is significant in a way that a consumer makes the first impression of a brand and in most cases makes a decision either to navigate further in the page or leave. Therefore, the textual information provided in the main page will also be analyzed in this section along with the information provided in the navigation menu sections *About* and *Scale for Good* and its corresponding Lithuanian web page, the section called *NAUDINGA ŽINOTI*.

In the English McDonald's website, the section, providing information on the company is called *About*, while in the Lithuanian it is called *NAUDINGA ŽINOTI*. Clearly, literal translation technique is not used, although in this case it could be used and the phrase could be translated simply as *Apie* or *Apie mus*, as it is a rather popular expression used in Lithuanian websites having the same function of referring to the information on a company. An equivalent translation method was used, where the words in TT differ from the ones provided in the ST but the pragmatic function remains the same, as

consumers still understand that an important piece of information is provided about the company that is useful to know. The American McDonald’s website in general contains a lot of different information, as it is a successfully developed business, and sections *About* and *Scale for Good* offer way more information to the American consumer than in the Lithuanian version to the Lithuanian consumer. It seems that in the Lithuanian website there are less information and it is more concise, covering some parts of information provided from two sections of the English website (see Table 3.). The table below provides the distribution of all subsections under the main menu bar sections, as it is displayed in both of the websites. Lithuanian website contains six subsections in total, while the English one contains twelve subsections in total under the both of the sections. The following paragraphs provide the analysis of textual elements provided in those subsections.

Table 3. The layout of sections on American website and Lithuanian website

American website		Lithuanian website
About	Scale for Good	NAUDINGA ŽINOTI
Our values Our Business Model Our Growth Strategy Global Diversity, Inclusion & Community Engagement History Leadership Around the World	Our Food Our Planet Our People and Communities Our Approach ESG Reporting	Mūsų maistas Aplinka Kontaktai Istorija Mūsų istorija Projektas

The subsection called *Mūsų maistas* present in the Lithuanian web page refers to the specific information on the brand’s attitude towards food, the quality of the food served in restaurants and information on the specific products used, such as beef, chicken, tomatoes, salad, fresh onions and coffee. Its corresponding subsection in the English version is called *Our Food* and the function of this subsection is the same, to present valuable information on the products used. It can be noted that the subsection was translated in Lithuanian using word-for-word translation technique, however, it is an appropriate choice as it gives the reader the essence of what kind of information they will find and at the same time original structure is preserved. When pressing the button on subsection *Mūsų maistas* the first thing a consumer sees is a sentence *Viskas, ką turite žinoti apie mūsų maistą*, which gives a gist of the subsection to the Lithuanian consumer. However, the information available in the English website is distributed in a different way. The subsection is distributed in a form of questions and answers, and the following information is given to the American consumer: *Our Food. Your Questions. You asked. We answered. Search below to find out the answers to your burning questions.* Thus, it can be noted that addition and descriptive translation techniques were used in the Lithuanian website, as the original version preserve the same phrase *Our Food* (as the section is called in the same way), and in the Lithuanian it is expanded in a form of a sentence explaining that the following information will be about the food.

The following piece of information provided in the Lithuanian website, in the subsection *Mūsų maistas* is about the philosophy of the brand towards the food they make. As seen in the table (see Table 4.) inserted below, the heading of the paragraph refers to the quality of the products used in the meals and thus it can be understood as one of the values of the brand. However, in the English version the similar information is more explicit. There, not only quality but also other values such as food safety and choice are mentioned, which could imply that some parts of information were omitted

when localizing the website, or in other case, that it was a strategic move regarding the preferences of Lithuanian consumers. When comparing texts in both languages from the linguistic perspective, many differences in the content itself can be spotted, although the main idea remains quite similar, and it may seem that the Lithuanian text in this case was transcreated. For instance, the sentence in Lithuanian *Be jūsų nebūtų ir mūsų* does not have an equivalent sentence in the original, thus the method of partial creation or simply transcreation was used, possibly to stress even more the importance of consumers, in this case Lithuanian customers. Although the amount of information, the structure of sentences and the words used are rather different comparing these two cases in both languages, the message itself – claiming that the brand is responsible, creates products of high quality and considers their consumers’ needs still remains the same, for this reason it can be considered that transcreation was used for the purpose of localizing the text. Also, it can be noted that one phrase – *The Simpler The Better™* was left in the English language for the Lithuanian market, which refers to the philosophy regarding food preparation, as claimed in the Lithuanian website, thus partial foreignization was used in this case, possibly in order to retain the original idea without having to translate it, as then some elements of the idea might change. However, this phrase or slogan is not used in the original website, at least in this subsection. Some of the techniques proposed by Sulaiman and Wilson (2019) can be observed, which are ego-targeting, as first person pronouns are used and exoticising, as foreign words are left in the translated/transcreated text.

Table 4. An example selected from the subsection *Mūsų maistas* and its equivalent in English

American website	Lithuanian website
<p>Food safety, quality and choice</p> <p>We're passionate about our food and take great care that what we serve every day is safe, great quality, offers choice and is produced in a responsible way. We use real, quality ingredients to elevate the taste of our food and the spirits of people who enjoy it all over the world. For example, we only use 100% pure beef in our burgers.</p> <p>We strive to offer a diverse menu to give our customers the meal and snacking options they need for their entire family. We believe customers should have easy access to nutritional information to help them make informed food choices when they visit our restaurants.</p>	<p>KOKYBĖ</p> <p>Didžiuojamės galėdami tai pasakyti – priimdami kiekvieną sprendimą galvojame apie jus. Be jūsų nebūtų ir mūsų. Todėl stengiamės, kad McDonald's® būtų toks, kokio norite jūs. Toks, kuris nuolat tobulina kokybiško maisto ruošimo metodus ir parenka vis geresnius produktus. Toks, kuris supranta, kad jūsų ir jūsų šeimos gerovė – tai mūsų gerovė. Kaip tik todėl mūsų maisto filosofijos pagrindas yra paprastumas – <i>The Simpler The Better™</i>.</p>

The following information provided in the same subsection refers to the description of individual ingredients used in the dishes that are prepared and sold to customers in local McDonald’s restaurants. As it is claimed in the original American website, McDonald’s brand strives towards sustainability and the creation of positive changes and at the moment focuses on six key products which are listed and described in more detail in the table below. However, in the Lithuanian market the issue of sustainability is not as stressed as it is in the original and the focus is put more on the quality – which was pointed out previously in the page. It can be noted that in the discussed examples the word *sustainable* or *sustainability* is mentioned 5 times while in the Lithuanian examples the corresponding word *tvariai/tvarus vystymasis* is mentioned only 1 time. Thus certain conclusions can be made that the brand might be misrepresented, as in the American page the notion of sustainability is important and is stated as one of the values, while it may seem that in the Lithuanian market the same brand does not stand for the same values or perhaps the issue of sustainability is not that relevant for this market and consumers.

Both markets present information on such ingredients as beef, chicken and coffee, while fiber used for packaging, fish and palm oil are not discussed and presented in the Lithuanian website, which might indicate that these ingredients are not used in local restaurant in Lithuania or they are used but they not as relevant to local consumers to provide information on. When talking about one of the main ingredients – beef, both of the markets stress that the burgers are made of 100% beef, which is an important piece of information regarding the quality, nevertheless, in the Lithuanian website it is also claimed that the beef comes from European farms, indicating the features of a specific locale. The brand states that the way meat is produced may vary from country to country, however, its stated principles regarding the sustainability, safety, welfare for animals and quality should remain in all restaurants. Therefore, this piece of information on beef, chicken and coffee is localized accordingly in the Lithuanian market, using transcreation, as the same idea is preserved but written in a different way. For instance, in the English website it is claimed *Food made with quality ingredients is one of our top priorities, and part of our vision to source our food sustainably*, however the sentence is translated into Lithuanian as *Vienas pagrindinių mūsų prioritetų – puikaus skonio produktai iš kokybiškų medžiagų*, which indicates that some part of information was omitted. Similar case is with the text about coffee, where the key strategy of sourcing sustainable coffee is explained in more detail for American consumers, and less information is provided in the Lithuanian market, pointing out only the quality and mentioning the organization called “Rainforest Alliance”. Thus, some parts of information from the original texts are selected and transcreated.

Table 5. A set of examples selected from the subsection *Mūsų maistas* and its equivalent in English

American website	Lithuanian website
<p>Beef Our burgers are some of our most iconic menu items, made from 100% ground beef. We’re one of the world’s biggest buyers of beef, so – although we don’t own farms or rear animals directly – it’s no surprise that we take seriously our responsibility to help lead the industry toward more sustainable production practices.</p> <p>Chicken Food made with quality ingredients is one of our top priorities, and part of our vision to source our food sustainably. That’s why for more than a decade we’ve been working with suppliers, animal welfare organizations, scientists and industry experts on our chicken sustainability journey. While we don’t raise chickens ourselves, the health and welfare of the chickens in our supply chain is important to us. This is why we’re committed to sourcing chicken raised with improved welfare outcomes.</p> <p>Coffee Sourcing coffee certified to international sustainability standards such as Rainforest Alliance, UTZ, and Fair Trade is key to our strategy. In parallel with our certification work, we’ve also launched the McCafé Sustainability Improvement Platform (SIP) in partnership with Conservation International. These two approaches are complementary efforts, and we will continue to support both certification and direct collaboration with farmers as methods to achieve positive impacts.</p>	<p>100 PROC. JAUTIENA Mūsų jautienos paplotėliai gaminami iš 100 proc. jautienos, tiekiamos iš Europos ūkių. Mūsų tiekėjų tinklas atitinka griežčiausius gyvūnų gerovės, saugos ir kokybės reikalavimus. Naudojame tik aukščiausios kokybės jautienos pjausnius be kaulų iš skerdienos šonų, priekinio ketvirčio ir užpakalinės dalies.</p> <p>100 % VIŠTŲ KRŪTINĖLIŲ MĖSA Visada naudojame tik vištų krūtinėles – tiek mėšainiams, tiek vištienos kepsneliams Chicken McNuggets™. Kodėl tai svarbu? Vienas pagrindinių mūsų prioritetų – puikaus skonio produktai iš kokybiškų medžiagų. Ne narvuose laikomų vištų kiaušiniai. Savo produkcijoje kiaušinius naudojame kaip atskirų produktų sudėtinę dalį ir kaip ingredientą pusryčių sumuštinuose. Didžiuojamės, kad naudojame tik vištų, kurios nėra auginamos ir laikomos narvuose, kiaušinius, tokiu būdu užtikrindami gyvūnų gerovės standartus.</p> <p>KAVA Mūsų kava gaminama iš aukščiausios kokybės kavos pupelių mišinio, kurį tiekia ekologiškai ir tvariai dirbantys „Rainforest Alliance Certified™“ ūkiai.</p>

The following information on ingredients and ingredients themselves differ in those two markets. In the Lithuanian web page, the focus is drawn on vegetables such as tomatoes, salads and onions used in the meals, while different ingredients are listed in the English version, which include fiber, fish and palm oil (see Table 6). It can be pointed out that the later ingredients are possibly used in Lithuanian market but it was decided not to mention them in the website and focus on different ingredients, which can be more relatable to the Lithuanian consumer. Considering that Lithuania is a rather fertile country, having a lot of farms and the possibility to grow fresh vegetables, these specific ingredients were presented as an important part of the food served in local McDonald's restaurants. Once again, the quality, safety and sustainability – key principles of McDonald's strategy are emphasized in the Lithuanian text, and thus although this specific information on vegetables was created, as no corresponding information was found in the English version of the website, the main policy of the brand regarding the food is kept.

However, the ingredients listed on the American website once again emphasize the significance of sustainability and recycling, which is a highly accentuated value in the brand's policy, but it is not stressed enough in the Lithuanian website, having in mind that nowadays the ideas of recyclable materials and sustainability are highly discussed and appreciated. Thus it can be that either packaging materials differ in the restaurants in the Lithuanian market or it is simply not mentioned. Also, certain goals regarding recycling strategy and sustainability are set in the American website, which related to the idea of localization as the goals are set for this specific target market, however, it is not expressed in the Lithuanian page. It can be noted that keying technique is used in this subsection, as two main key words regarding the food are emphasized and repeated several times throughout the text, which are quality and sustainability.

Table 6. A set of examples selected from the subsection *Mūsų maistas* and its equivalent in English

American website	Lithuanian website
<p>Fiber for packaging Derived from wood, fiber is the main material in our product packaging. As part of our larger packaging and recycling strategy, we've set an interim goal to purchase 100% of fiber-based customer packaging from recycled or certified sources by 2020. In doing so, we're helping to conserve the world's forests.</p> <p>Fish Filet-O-Fish is one of our best-loved menu items, so it's really important that we work with independent experts like the Marine Stewardship Council (MSC) and the Sustainable Fisheries Partnership to identify ways to protect long-term fish supplies and improve the health of marine ecosystems. Our goal is that all the wild-caught fish purchased for use in McDonald's restaurants will be from verified sustainable sources by 2020.</p> <p>Palm oil Palm oil is used in some markets as a frying oil or as an ingredient in our products. Our goal is for 100% of this palm oil to support sustainable production. It's a complex issue and we engage with platforms like the Roundtable on Sustainable Palm Oil to increase the scale of our efforts.</p>	<p>POMIDORAI Pomidorai auginami laikantis aukščiausių ūkininkystės standartų – nuo sėklų atrankos iki vaisiaus priežiūros. Todėl mūsų pomidorai sultingi, aukščiausios kokybės ir užauginti sveikai bei tvariai.</p> <p>SALOTOS IR ŠVIEŽI SVOGŪNAI Gardiems mėšainiams visuose McDonald's® restoranuose naudojame tik švelnaus skonio traškiąsias salotas bei aukščiausios kokybės svogūnus.</p>

The subsequent subsection in the Lithuanian website is called *Aplinka* and thus it could be presumed that the information provided in this subsection would be about how the brand contributes to the ideas of sustainability and other environmental issues. However, in the website, the focus is put on the core values of the McDonald's brand, and therefore the name of this subsection could be more accurate, as now it is rather confusing for the customer. In the English website the information regarding previously mentioned issues is distributed in two separate subsections which are called *Our Planet* and *Our Values*. Four values of the brand: *responsible leadership, inclusiveness, progressiveness* and *local integration*, are listed and explained in more detail in the original website in the subsection *Our Values*. The same four values: *atsakinga lyderystė, įtrauktis, progresyvumas* and *vietos integracija*, are mentioned in the Lithuanian website and they were translated using literal translation methods, which symbolizes that the brand follows the same principles even in foreign countries. Some information is provided about each of the listed values in a similar manner in both websites (see Table 7).

The first value *responsible leadership* in the original website refers to the good impact of the brand to different spheres: ingredients, waste, sourcing and helping people. For instance, *scale for good*, as the brand explains it, their approach to sustainability, is mentioned in the first sentence, but as the phrase does not really have an equivalent pair in the Lithuanian language and cannot be directly translated, the sentence is translated in a different way by using description method in order to explain this approach in the native market and retain the same message, still distinguishing three main aspects of the approach: people, industry and planet. The second sentence in English is rather long, thus in Lithuanian it was decomposed into four smaller sentences, which in turn stresses the importance of each of the component mentioned in the original. Some elements are translated in an easier to understand way for a reader, by omitting some structures, for instance, the part of the sentence in English *from reducing our waste impact to advancing the industry on sustainable and humane sourcing* was translated as follows *Mažiname atliekų kiekį norėdami veikti tvariau*, by choosing not to translate everything word by word but instead writing the essence in short and using omission translation strategy.

However, some sentences are translated in a more literal way, trying to preserve the original grammatical and semantic structures. When talking about another value – inclusiveness, the brand presents itself as *one of the world's most universal, democratic brands*, which in Lithuanian is translated as *vienas universaliausių ir demokratiškiausių prekių ženklų pasaulyje*, using literal translation method, or using equivalent constructions as in case the phrase *We are a restless company* is translated as *Nestovime vietoje*. It can be noted that for the most part, English longer sentences were translated into Lithuanian by dividing them into smaller ones, possibly to facilitate the translation procedure and to concentrate and retain the focus of consumers.

Table 7. A set of examples of translation selected from the subsection *Our values* and its equivalent in Lithuanian

American website	Lithuanian website	Translation method
<p>Responsible Leadership We are committed to using our scale for good: good for people, for our industry, and for the planet. From simplifying ingredients to being nutritionally mindful; from reducing our waste impact to advancing the industry on sustainable and humane sourcing; from being a good employer for millions to</p>	<p>Atsakinga lyderystė Visame pasaulyje veikiantis McDonald's tinklas siekia savo veiklos mastą panaudoti geriems tikslams – kurti žmonių, pramonės ir planetos gerovę. Stengiamės naudoti kuo paprastesnius ir maistingesnius produktus. Mažiname atliekų kiekį norėdami veikti tvariau. Kuriame geras darbo sąlygas daugybei</p>	Equivalence, modulation

giving help to those most in need via RMHC.	darbuotojų. Vykdomė labdaringas veiklas, skirtas padėti tiems, kam to reikia.	
Inclusiveness McDonald's is one of the world's most universal, democratic brands. We welcome customers of every culture, age and background, and we proudly invest in all the people our success rests on – our crew, our suppliers and our community.	Įtrauktis McDonald's – vienas universaliausių ir demokratiškiausių prekių ženklų pasaulyje. Savo restoranuose laukiame visų – nesvarbu, koks kieno amžius, kultūra ir kilmė. Didžiuojamės investuodami į žmones – komandą, tiekėjus, bendruomenę. Nuo jų priklauso mūsų sėkmė.	Literal translation, modulation, equivalence
Progressiveness We are a restless company: always innovating, always moving forward. From our original business model to the invention of the drive thru and the Happy Meal, we're working to do things better tomorrow than we do today.	Progresyvumas Nestovime vietoje: kuriame naujoves ir judame į priekį. Nuo pirminio verslo modelio iki aptarnavimo langelio automobiliams ir Happy Meal™ – siekiame rytoj dirbti geriau negu šiandien.	Literal translation, modulation, equivalence
Local Integration McDonald's has traveled far but we stay in sync with society - in each of our countries, responding to local needs and integrating with local culture. Our restaurants are typically locally-owned, staffed by crew who live nearby, and who proudly give back to their community via hundreds of thousands of local programs.	Vietos integracija McDonald's pasiekė aukštumų, bet išliko arti savo bendruomenės – visose šalyse, kuriose dirbame, stengiamės patenkinti vietos lankytojų poreikius ir įsiliesti į vietinę kultūrą. Mūsų restoranuose dirba šalia gyvenantys žmonės, kurie su džiaugsmu rūpinasi bendruomenės gerove ir įsitraukia į daugybę vietos programų.	Literal translation, modulation, equivalence

The subsection is called *Aplinka*, however, only after presenting another piece of information – the brand's values, some information is provided on the environment and sustainability in the Lithuanian website, which relates to the name of the subsection. The corresponding section in the English website is called *Our Planet* but the amount of information and the display are rather different. Various kinds of actions in order to protect the planet and the environment are discussed and presented in the English website, such as climate action, sustainable packaging, recycling, conserving forests, minimizing waste, protecting water resources and other. As it was discussed and pointed out earlier in the analysis, the sustainability idea is not expressed as much in the localized website, but at least it is addressed in this place in the website, still preserving the original intentions and goals of the brand. Lithuanian website presents a consumer with less information on the same topic, however, the information is localized and adapted based on the location. By mentioning McDonald's chain in the Baltic countries and European standards, the brand is viewed not as an American company, located in a different continent but more local and closer to the Lithuanian consumer, which reflects the purpose of localization. It can be observed that in this case, the text was transcreated, as the same ways of protecting the environment are presented in the Lithuanian text, but it is rendered in a creative manner, considering the locale and thus implementing the information relevant for the target market.

Table 8. An example selected from the subsection *Aplinka*

Lithuanian website
Aplinka ir tvarumas
ISO 50001 SERTIFIKATAS

Siekdami dirbti kuo efektyviau ir prisidėti prie aplinkos apsaugos, visuose savo restoranuose įdiegėme ir kasdien vadovaujamės specialia energijos valdymo sistemos politika. Baltijos šalių McDonald's restoranai įvertinti ISO 50001 sertifikatu, liudijančiu mūsų įsipareigojimą kontroliuoti šildymo sistemų, elektros ir dujų sąnaudas. Nustatėme, kaip galime kuo labiau sumažinti energijos sąnaudas, patobulinti kokybę ir sumažinti poveikį aplinkai. Tvaresnę ateitį kurkime kartu!

Visus produktus ir pakuotes perkame iš atrinktų McDonald's tiekėjų, kurie dirba tvariai ir laikosi Europos Sąjungos standartų. Gofruotojo kartono ir aliejaus surinkimu ir atnaujinimu rūpinasi trečiųjų šalių tiekėjai.

What is more, the following paragraph in the same subsection provides information on nutritional value of the products used in the Lithuanian restaurants. Such specific information is not found in the English website, as it is presented and adapted in a different way to American consumers accordingly, in the section called *Our Food*. It is claimed in the Lithuanian text how the nutritional value of the ingredients has changed throughout time, also referring to the fact that all advertisements directed towards children depict relatively healthier options, fruits and vegetables. It can be assumed that the text was created for the Lithuanian market specifically, as the advertisements and nutritional value of products can be different in other countries and other McDonald's restaurants.

The subsequent paragraph in the Lithuanian website contains information on the employees and is called *Mūsų žmonės* (see Table 9). The corresponding section in the English website is called *Our People and Communities* and refers to the information on a working environment, opportunities, charities, global diversity and more. American consumers are presented with the brand's approach towards their employees, how they can build a career, learn various skills, participate in different programs, for instance an education program called *Archways to Opportunity* is described as a global program offering employees get access to education and is currently available in 25 countries, however, Lithuania is not included at least at the moment. In comparison, the specific programs or courses are not mentioned in the Lithuanian website, only the general information regarding the issue is provided. However, the sentence *2019 m. Baltijos šalyse veikiančiuose McDonald's® restoranuose sukurta daugiau kaip 100 naujų darbo vietų* shows that the Lithuanian market is viewed in the context of Baltic countries, thus it can be presumed that possibly the actions, strategies and approaches towards employees, as well as the content itself of the website is similarly adapted in all Baltic countries. It can be observed that the Lithuanian text is transcreated, by adapting the information and customizing it to the consumers living in Baltic countries, in this case, Lithuania. For instance, the English part of the sentence *development programs can take them to the highest levels in our organization or with our Franchisees* is transcreated as follows *Jie gali įgyti vienas aukščiausių mūsų srities kvalifikacijų*, leaving the essence of the message.

Table 9. An example selected from the subsection *Aplinka* and its equivalent in English

American website	Lithuanian website
For those who choose to build a career with McDonald's, training, education and leadership development programs can take them to the highest levels in our organization or with our Franchisees. And for those who decide to move on, they will take with them valuable work-readiness skills like teamwork, interpersonal communication and a strong work ethic to help them succeed in their next role.	<p>Mūsų žmonės</p> <p>2019 m. Baltijos šalyse veikiančiuose McDonald's® restoranuose sukurta daugiau kaip 100 naujų darbo vietų. Mūsų žmonės dalyvauja aukšto lygio mokymuose ir ugdymo programose. Jie gali įgyti vienas aukščiausių mūsų srities kvalifikacijų.</p> <p>Mūsų restoranų komandų nariai dalyvauja pavojaus analizės ir kritinių kontrolės elementų bei maisto ir saugos kursuose.</p>

The final piece of information provided in the same subsection presents the Lithuanian consumer with safety policy of the brand and is called *Sveikata ir sauga*. Food safety issues are discussed in the subsection *Our Food* on the English website and this information also could have been presented in the same subsection called *Mūsų maistas* in the Lithuanian website, as it would be more accurate, considering the content. It can be assumed that the Lithuanian text is transcreated by taking some parts of information from the original text and adapting them for the target market (see Table 10). Although some Lithuanian sentences can sound rather ambiguous, for instance, *McDonald's restoranai – vieni saugiausių pasaulyje*, as such direct information is not found in the English website, it is claimed in the English web page that food safety is highly important in all McDonald's restaurants but it is not stated that they are one of the safest restaurants in the world, however, it can be interpreted in such a way, depending on a translator/localizer. Also, the safety measures listed in both of the texts are not the same, however, it is understandable as different countries have their own methods and established authorities in order to ensure food safety in local restaurants.

Table 10. An example selected from the subsection *Aplinka* and its equivalent in English

American website	Lithuanian website
<p>Food Safety and Quality Food safety is the absolute number one priority at McDonald's. We work with leading food companies, academia, and regulatory agencies on advancing food safety standards and practices globally, including serving on the board of the Global Food Safety Initiative since 2008. We ensure food safety by implementing science- and risk-based food safety standards from farm to fork. McDonald's Food Safety Operating Principles guide food handling practices throughout the supply chain and all the way to the counter at our restaurants.</p>	<p>Sveikata ir sauga McDonald's restoranai – vieni saugiausių pasaulyje. Taikome įvairias sveikatos ir saugos priemones: atliekame maisto saugos auditą, restorano rizikos vertinimą, mokome, kaip elgtis įvykus gaisrui, rengiame evakuacijos planus, žaidimų aikštelių rizikos vertinimą, RVASVT patikras, reguliarių maisto saugos auditą, samdome nepriklausomas išorės įmones, kurios atlieka mikrobiologines patikras.</p>

The subsequent analyzed subsection presents information on the history of the McDonald's brand globally and locally. It is assumed that the historical facts of the brand should remain the same/unchanged in all localized versions of the website in all countries promoting the brand, only the history of the restaurants established locally should be different. In the Lithuanian website there are two subsections regarding the history of the brand, one is called *Istorija* which should present the general information on the brand's history and the following one is called *Mūsų istorija*, which should present the information on the history of the brand in Lithuania in particular. Rather similar situation is in the English website, as in the corporate version of the website the subsection is called *History* and thus presumably, the general information on the brand's history is provided, while another English website especially adapted for the needs of the American consumers, contains the subsection called *Our History*, however, as McDonald's is an American company, the historical background provided in both of the English websites should be the same, only some alteration in the display or maybe the formulation and presentation of the information could be different.

The first paragraph located in the Lithuanian website's subsection *Istorija* presents the Lithuanian consumer with the history of the brand in Lithuania. Seemingly, making assumptions based on the title of the paragraph, which in Lithuanian is presented as *McDonald's Lietuvoje* (or in English *McDonald's in Lithuania*), the following piece of information should refer only to the history of the brand in one specific locale – Lithuania, however, the first three sentences (underlined in the Table 11 provided below) provide information on the brand globally, referring to the date of the creation of

the brand, the number of places and countries where the restaurants of the brand operate and the number of employees working for the brand around the world. Therefore, it could be assumed that this information is translated and/or transcreated based on the content provided in the original website. However, the information on history of the brand globally and locally is distributed differently in both of the English websites, and there is no corresponding paragraph in English containing the same information only some facts, as for instance, the number of operating restaurants and countries, but the same sentence in Lithuanian is expanded and transcreated in a more appealing way to the customer by adding some more information – *vieno stipriausių prekės ženklų restoranai* and expanding on the presentation of the brand, thus in this case it could also be considered as the usage of addition translation method.

Table 11. An example selected from the subsection *Istorija* and its equivalent in English

American website	Lithuanian website
<p>Going Global Ray Kroc's vision was that there would be 1,000 McDonald's restaurants solely in the United States. Yet, McDonald's continued to grow and expand into international markets beginning in 1967 opening in Canada and Puerto Rico. <u>Today, the company has over 36,000 restaurants in over 100 nations.</u> The most recent opening in Kazakhstan in 2016.</p>	<p>McDonald's® Lietuvoje <u>Pirmasis McDonald's® restoranas pasaulyje duris atvėrė praėjusio amžiaus penktame dešimtmetyje. Šiandien vieno stipriausių prekės ženklų restoranai veikia daugiau kaip 36 tūkst. vietovių. 119 šalių McDonald's dirba apie 1,9 mln. žmonių.</u> 1996 m. McDonald's įžengė ir į Lietuvą – pirmasis restoranas buvo atidarytas Vilniuje. Šiuo metu Vilniuje, Kaune, Klaipėdoje, Šiauliuose ir Marijampolėje iš viso veikia 15 McDonald's restoranų, 11-oje iš jų įdiegta McDrive™ paslauga, o 6-iuose – McCafé™ kavinės. Lietuvoje daugiau nei 900 McDonald's darbuotojų per dieną aptarnauja apie 28 tūkst. lankytojų.</p>

Only after presenting the general facts on the McDonald's brand globally, the following content in the same paragraph refers to the history of the brand in Lithuania, which directly corresponds to the title of the paragraph. It can be considered that the following information was created solely for Lithuanian consumers, in order to show that the American brand is established locally. Thus some facts and dates regarding the McDonald's brand entrance to the Lithuanian market, the number of restaurants opened in different cities of the country, as well as the number of employees working in all restaurants and customers visiting the restaurants. It is therefore, can be noted that this information refers to the localization process, as the content was created for this specific target market and is not present in the original English website.

The further content provided in the same subsection of the Lithuanian website relates to the history of the brand in America and the beginning of the company. The story of the beginning of the brand is written in short sentences and displayed in one relatively small paragraph, only providing the essential information on the creation of the idea of the burger to the establishment of the concept in the USA and several names connected to the brand. It is considered that this piece of information is transcreated and summarized based on the content provided in the original website, in order to provide Lithuanian consumers with some historical facts regarding the brand's establishment. As mentioned previously, such content is distributed differently in English website. In the corporate website the information on the history is given as follows: 1) presenting the McDonalds brothers and how they started their business; 2) introducing Ray Kroc and how he is connected to the brothers; 3) presenting facts on how the brand expanded globally. The following information regarding the history is

concerned with the appearance and various attributes of the brand and its restaurants, including the design, logo, roof and some interesting details on some of the products offered to the customers. Finally, the American consumer of the website is presented with a historical timeline, where various dates, starting from 1940 up to 2017 are given together with the explanations and comments.

Table 12. An example selected from the subsection *Istorija*

Lithuanian website
<p>McDonald's® istorija Mėsainio (angl. burger) idėja kilo Hamburge (Vokietijoje). McDonald's koncepcija pradėta plėtoti Jungtinėse Amerikos Valstijose. Ją 1937 m. sukūrė broliai Richardas ir Maurice'as McDonaldai. Jiems susitikus su prekių ženklų įkūrėju Ray'ėjumi Kroc, kuris vėliau tapo ir savininku, smulkiojo verslo idėja įgijo visai kitą mastą.</p>

However, the content in the subsection *Our History* in the other English website designed for American citizens differs in the display and content itself, which is given as follows: 1) presenting the story of Ray Kroc (focusing more on his background and philosophy); 2) presenting his plan, attitude, the launch of the training program and discussing his legacy; 3) a hyperlink to the McDonald's corporate website, the subsection History is provided. Thus, interestingly, even two English websites of the same brand, created for the same target market, are created differently and present different information or focusing on different things. This might be due to the fact that the corporate version of the website is presented as more global website rather than local, where information provided could be understood for consumers from different regions, whereas the content provided in other American website is adapted from the corporate website to the needs and preferences of American consumers.

The subsequent paragraph in the Lithuanian website contains information on one of the distributors of the McDonald's brand. *Premier Capital* is introduced as the distributor of the brand in Estonia, Greece, Latvia, Lithuania, Malta and Romania. As this particular information is relevant only to the Lithuanian market and not the USA market, it is not mentioned in the original website in English or it might be mentioned in other sections or subsections that were not chosen for the analysis. Thus, this is another example of localized content, showing that textual information can be created in the adapted/localized website, for a target market, in this case Lithuania.

Table 13. An example selected from the subsection *Istorija*

Lithuanian website
<p>Apie McDonald's® „Premier Capital plc“ yra licencijuota McDonald's® prekės ženklą plėtoja Estijoje, Graikijoje, Latvijoje, Lietuvoje, Maltoje ir Rumunijoje. „Premier Capital“ valdo 157 restoranų, o 8 500 šiuose restoranuose dirbančių darbuotojų kasmet aptarnauja daugiau nei 119 mln. lankytojų.</p>

The following distribution of the textual information in the same subsection is somewhat similar to the original website in English. Lithuanian and American consumers are presented with the historical timeline, emphasizing certain dates relevant to the creation and distribution of the brand together with explanations and comments on why these dates are important. It could be presumed that the factual information regarding specific dates of the creation of the brand itself and the explanations provided for the dates is simply translated and only some dates regarding specific target markets are mentioned

in the localized websites of these markets. However, timelines provided in the analyzed websites have similarities, differences and inaccuracies. The timeline presented in the English website starts from the year 1940 marking the opening of the McDonald's restaurant in California, while in the Lithuanian website the timeline starts from the year 1955, presenting Ray Crock's idea. In total 22 dates and corresponding explanations are provided in the English website, while the timeline presented in the Lithuanian website consists of 21 dates. 8 out of 22 dates presented in the English website are omitted in the Lithuanian one. However, some of the dates, 7 out of 21, written in the Lithuanian page are not present in the original website. Some dates in the Lithuanian page that are not mentioned in the original timeline mark such occasions as opening new restaurant chains in foreign countries as well as Europe and even Lithuania in 1996, which considering the locale is relevant information for this specific target market. Thus, even historical facts and dates marking significant events provided in a form of a timeline in both of the websites differ in the choice, regarding what events should be mentioned and might be relevant for a target market in the localized website.

The majority of historical events discussed in both of the timelines correspond accordingly and supposedly are translated/transcreated in the Lithuanian website. However, there are some cases where the same dates are mentioned in both of the timelines but the events described are different. For instance, 1955 in the English website notes the opening of the first restaurant in Illinois by Kroc while in the Lithuanian web page the date indicates Kroc's offered deal to the brothers. Another case is with year 2002, where in English website it marks the first release of the brands Social Responsibility Report, while in the Lithuanian website it marks the beginning of the campaign *McHappy Day*. Nevertheless, such inaccuracies in the events and corresponding dates when comparing those two websites do not necessarily mean that they are made up or didn't happen, possibly, some events appeared more relevant and worth mentioning in the localized version of the website in the Lithuanian market, depending on who had the opportunity to make such decisions.

There are some cases where in the original website certain year marks only one event while in the Lithuanian website there are several events described marking the same year. For instance, 1975 noted not only the creation of the egg *McMuffin* but also the introduction of a new concept of the brand or as in the case of the year 2015, where the information regarding the design of McDonald's restaurants in Lithuania is presented, which directly relates to the localized information regarding the target market. Thus some pieces of information are created/transcreated or translated from a different source (other than the analyzed section from McDonald's English website). However, the majority of textual elements of the timeline presented in the localized website are translated or transcreated (the identified translation methods are presented in the table below next to each textual element). Such translation methods as equivalence, modulation and partial foreignization are used when translating the discussed events and only some smaller parts of the texts can be considered transcreated/created or added in order to make a text sound more appealing to the consumer. It can also be noted that partial foreignization technique is used when talking about particular products, as the name of these meals and products are not translated in the Lithuanian language.

Table 14. Historical timeline given on the American website and its equivalent in Lithuanian

The original timeline presented on the English website	The equivalent timeline presented on the Lithuanian website	Explanation/translation method
<p>1955 Kroc opens his first McDonald's in Des Plaines, Illinois on April 15. The attention getting red and white tiled building with the Golden Arches was designed by architect Stanley Meston in 1953. First day sales are \$366.12.</p>	<p>1955 m. Naujoji Ray'ėjaus Kroco idėja Ray'ėjų Kročą sužavėjo brolių darbo rezultatai ir jis paragino juos pradėti kurti franšizių paslaugų tinklą. Po kelerių sėkmingo darbo metų Krocas pasiūlė broliams Richardui ir Maurice'ui sandorį ir bendrovę įsigijo už 2,7 mln. JAV dolerių. Po ketverių metų, 1960 m., Krocas atidarė šimtąjį savo restoraną.</p>	<p>Inaccuracy. Information provided in the Lithuanian website corresponds to the information provided next to different year in the original website</p>
<p>1965 The Filet-O-Fish sandwich was the first item added to the national menu. Created by Lou Groen, McDonald's Cincinnati franchisee to help build volume in the predominately Roman Catholic community in which his store was located.</p>	<p>1965 m. Filet-O-Fish™ Filet-O-Fish™ – pirmasis produktas, kuriuo papildytas nacionalinis valgiaraštis. Jį sukūrė Lou Groenas, Sinsinatyje veikiančio McDonald's® restorano savininkas. Jis norėjo į restoraną pritraukti vietos lankytojų, priklausiusių Romos katalikų bendruomenei.</p>	<p>Modulation, equivalence and partial foreignization techniques are used in the translated text.</p>
<p>1968 The Big Mac, developed by Owner/Operator Jim Delligatti of Pittsburgh, is added to the national menu.</p>	<p>1968 m. Nauja žvaigždė McDonald's restoranų valgiaraštis papildytas nauju produktu – Big Mac®, kurį sukūrė Pitsburge veikiančio restorano savininkas ir valdytojas Jimas Delligatti'is</p>	<p>Transcreation, equivalence and partial foreignization techniques are used in the translated text.</p>
<p>1973 The Quarter Pounder and the Quarter Pounder with Cheese are added to the menu.</p>	<p>1973 m. „Quarter Pounder“ Valgiaraštis papildytas dviem naujais produktais: „Quarter Pounder“ ir „Quarter Pounder with Cheese“.</p>	<p>Equivalence and partial foreignization techniques are used in the translated text.</p>
<p>1975 The Egg McMuffin, created by Owner/Operator Herb Peterson of Santa Barbara, California is added to the national menu.</p>	<p>1975 m. Kad kelias neprailgtų... Naujoji McDonald's prekių ženklo koncepcija – Arizonoje vairuotojų ir keleivių laukė pirmasis restoranas su langeliu užsisakyti ir pasiimti maistą.</p> <p>1975 m. McMuffin™ su kiaušiniu Restorano Santa Barbaroje (Kalifornijoje) savininkas ir valdytojas Herbas Petersonas sukūrė McMuffin™, kuris buvo įtrauktas į nacionalinį valgiaraštį.</p>	<p>Addition/creation or transcreation of new information.</p> <p>Equivalence and partial foreignization techniques are used in the translated text.</p>
<p>1983 Chicken McNuggets are introduced into all domestic U.S. restaurants.</p>	<p>1983 m. Chicken McNuggets™ Visuose JAV restoranuose pradėti į meniu įtraukti Chicken McNuggets™ vištienos kąsneliai.</p>	<p>Modulation, equivalence and partial foreignization techniques are used in the translated text.</p>
<p>1993 The world's first McCafé' opens in Melbourne, Victoria Australia.</p>	<p>1993 m. McCafé™ Melburne (Australijoje) duris atvėrė pirmoji pasaulyje McCafé™ kavinė.</p>	<p>Modulation, equivalence and partial foreignization techniques are used in the translated text.</p>

<p>1995 McFlurry Desserts, invented by Ron McLellan, O/O Canada are added to McDonald's Canada menu.</p>	<p>1995 m. McFlurry™ Kanados McDonald's valgiarašcio naujiena – ledai McFlurry™, kuriuos sukūrė restorano savininkas ir valdytojas Ronas McLellanas.</p>	<p>Transcreation, equivalence and partial foreignization techniques are used in the translated text.</p>
<p>2002 McDonald's published its first ever Social Responsibility Report on April 15, 2002.</p>	<p>2002 m. Visame pasaulyje surengta McHappy Day™ 2002 m. surengta pirmoji pasaulinė kampanija McHappy Day™. Šios kasmetinės iniciatyvos tikslas – rinkti lėšas vaikams, kuriems reikia pagalbos.</p>	<p>Inaccuracy. The information provided in the Lithuanian website is not present in the original timeline in the English website</p>
<p>2003 McDonald's first global ad campaign, "i'm lovin' it" is launched in Munich, Germany on September 2.</p>	<p>2003 m. „I'm lovin' it“ Rugsėjo 2 d. Miunchene (Vokietijoje) paskelbta pirmoji pasaulinė McDonald's reklamos kampanija „I'm lovin' it“.</p>	<p>Equivalence and partial foreignization techniques are used in the translated text.</p>
<p>2015 McDonald's USA launched All Day Breakfast.</p>	<p>2015 m. Naujas dizainas Lietuvos McDonald's restoranuose prasidėjo dizaino keitimo darbai.</p> <p>2015 m. Visą dieną trunkantys pusryčiai McDonald's restoranuose JAV įgyvendinta „All-Day Breakfast“ idėja.</p>	<p>Addition/creation or transcreation of new information.</p> <p>Equivalence and partial foreignization techniques are used in the translated text.</p>
<p>2017 Global McDelivery Day is celebrated on July 26 to support the global launch of McDelivery with UberEATS.</p>	<p>2017 m. McDelivery™ Liepos 26 d. visame pasaulyje bendradarbiaujant su UberEATS™ pradėta vykdyti McDelivery™ iniciatyva.</p>	<p>Equivalence and partial foreignization techniques are used in the translated text.</p>

The following analyzed subsection in the Lithuanian website is called *Mūsų istorija* and thus it is presumed that the information regarding the history of the McDonald's brand establishment in Lithuania will be presented to the consumer. It can be noted that the same piece of information regarding the beginning of the brand globally and in Lithuania (see Table 11) is given as in the previously discussed subsection *Istorija*. It can be presumed that a mistake was made or it was left that way purposely, perhaps to accentuate the facts and numbers. The subsequent information presented in the same subsection is put under the heading *Apie McDonald's* where various numbers referring to the average age of the employees, the amount of burgers made per year, number of restaurants in Lithuania and so on. The information is created and thus only relevant to the Lithuanian market. There is a corresponding subsection in the English website called *Our History*, however, the display and information provided in there are rather different (it was discussed in more detail in the previous paragraphs).

In general, it is noteworthy to point out that the majority of textual information provided in the Lithuanian website is localized by creating new content or employing transcreation process. The content given in the main page of the analyzed websites, regarding sections and advertisements, is for the most part different, only names of several sections are translated into Lithuanian. Advertisements are created for the American and Lithuanian market respectively, by providing

information relevant to the current events in the specific market, although the current situation in the world leads to similar ideas expressed through marketing. It should also be mentioned that the amount of information given in the American website is relatively bigger, considering that there are two websites created for American consumers, more sections and subsections. Some parts of information given in certain subsections in the original website are translated using such translation techniques as addition, description, omission, equivalence, modulation, partial foreignization and literal translation. However, other content given in the Lithuanian website is created only for this market or transcreated by employing the ideas expressed in the American website but rewriting it differently, by customizing it and adapting to Lithuanian users.

What is more, as it was stressed in the beginning of the analysis, McDonald's has two websites created for the American market, although one is more suitable as a source of information regarding basic and specific information on the brand not only for Americans but also for consumers from around the world, while another web page is more suited only for the American market, as it is more localized and adapted only to this market. Various differences regarding the amount of information, content itself and layout of websites are noted. By putting different content or transcreating, different issues such as sustainability, recycling or usage of products of high quality are emphasized accordingly in those two markets. It is also assumed that transcreation is used in the Lithuanian website for the purpose of presenting information in a more appealing way for the website user and it can be observed that it is employed as one of the main localization strategies. Some parts of information were repeated in different subsections in the analyzed section of the Lithuanian website. With respect to the language techniques proposed by researchers Sulaiman and Wilson (2019), the following methods were indicated: ego-targeting, keying, contrasting and exoticising.

2.2.2. Analysis of non-textual elements of the selected examples from McDonald's website in English and its equivalent in the Lithuanian market

As it was discussed in the theoretical part, localization does not only refer to the linguistic aspects and translation or transcreation from one language to another considering a target locale, but the process also consists of an equally relevant non-verbal elements and adaptation of culture specific components. Noting that most websites consist of cultural elements and as they play a major role in the overall usability and acceptability of any created or localized website, they should be appropriately addressed and localized. The following analysis of non-textual elements given in the American website and corresponding Lithuanian McDonald's website is based on the approach provided by Christopher (2012), pointing out eight different aspects relevant to the website users, which include: 1) representation of language (text itself, headlines, paragraphs and direction of text); 2) layout and spatial features (placement of banners, menu, visual and various search functions); 3) symbols (currency, time); 4) content and structure of website (index, web site map features, help available – provided emails, phone); 5) navigation design preferences (type of menu, keyword search and links); 6) external links and their functionality; 7) multimedia element preferences (what kind of multimedia is presented); 8) the choice of colors. It should be noted that the first element – representation of language was already referred to in the first part of the analysis.

Layout and spatial features of a website have a major impact on the overall success of a website and thus a company, especially regarding companies which promote their products and services. Layout of a website refers to the pattern or a structure of a website and such aspects as placements of menu sections, banners or search functions should be carefully considered when creating websites as well

as when localizing them, as the decision whether the localized website will have the same layout as the original website or it will be adapted based on the preferences of the target market. When comparing the layout and spatial features of the American website and corresponding Lithuanian website, many similarities can be spotted. McDonald's logo on both websites is placed in the left corner on the top, next to it menu bar is presented with six main sections in both websites, although some more features are added in the original such as choosing a language, changing location or making an order on *Uber Eats* platform. The main advertisements (considering their size and placement in the website) are located in the same place – below menu section and then more information is given on different topics. It can also be noted that more sections and subsections providing a lot of information on the brand is given in the bottom of the American website's main page while four sections (the same ones as given on the top of the page) are given in the same place in the Lithuanian website.

The general impression on the layout of both of the websites from the point of view of a customer/website user, is that it is simple to use and navigate. Regardless of the difference in the amount of information, the content is distributed in a way any user in both of the markets could find what is necessary in a convenient and easy to use way. Only information related with the brand globally and locally is given, without placing banners promoting other companies and goods. Search function is available in both websites and works well. In general, it is rather convenient to navigate in both of the websites for a user. Thus, it can be assumed that the localized website's layout was created based on the original website, keeping and translating/transcreating some content and at the same time adding new information relevant to the target market.



Every culture and country has its own specific attributes and various symbols including currency, time, language and others. Such symbols are transferred in digital format and thus can and should be used in websites as a reflection of cultures, therefore, it is important to appropriately localize them. Language, considered as one of the aspects of a culture, is usually approached first when localizing a content, and thus in this case English and Spanish are used in the American McDonald's website and Lithuanian in the Lithuanian one (considering that partial foreignization is used when dealing with the product names and other attributes relevant to the brand). Also, the currency is changed from dollars, used in the American market to euros, used in the Lithuanian market. Other symbols, relevant to both of the cultures are not spotted. It could be that the original website was created having in mind globalization and internationalization processes, without using any particular features relevant to the American culture, so that later it would be easier to localize it in chosen target markets.

The content and structure of a website in a way refers to the previously discussed elements of a website – layout and spatial features. As it was noted, both analyzed websites are structured in an easy to use manner, so that it would be convenient enough for a user/potential customer to find any information. If a customer/user of a website has any questions, they can contact with the brand's representatives in the Lithuanian market by sending an email or filling up a form in the website. Also, two links to Facebook and Instagram (McDonald's Lithuania) are given for a customer to follow the newest information and perhaps to communicate. The American website has an entire section called Contact Us, where a consumer has a possibility to choose a topic, where various answers and following links are given. Also, an international contact information is provided. In total there are six social platforms given in the website for a consumer to follow on the latest information about McDonald's in the USA.

It can be assumed that every culture and consumers of different markets have their own preferences regarding promoted products, services and how they are presented in the digital world, in the form of websites. Navigation is one of the major elements in the UI and its design preferences in a way refer to how a website is structured, and it is known that due to a good navigation, the content of a website appears logical and well organized, which eventually leads to a better experience for users. In both websites a standard horizontal menu was chosen, having certain amount of sections without using any graphic elements, only text, and one-column layouts, also footer navigation is used and in the case of the American website it gives more additional information than it was presented in the top menu, while most of the information given in the footer navigation in the Lithuanian page is repeated. Thus it can be observed that the navigation in the localized website is left as in the original page and it is a rather traditional choice of using such display in websites, as it is rather easy to navigate through the page for a user. What is more, various links referring to information on products, applications, social platforms and others are functioning well, which relates to one of the aspects relevant for the website users – external links and their functionality. It can be the case that prior to creating a website for McDonald’s and later localizing it in foreign countries, the analysis was carried out as to what kind of structure, navigation and layout of websites is more appealing to the target market.

Another relatively significant element of a website, which is as important for users as content itself and textual information, is multimedia – the usage of images, videos, audio or other interactive elements because without such features website users would possibly find it difficult to navigate through the page as it would contain only plain textual information. Therefore, it is observed globally that without using any multimedia and only written text, websites would not be as appealing to consumers and thus companies in the long run would not be as successful. Multimedia elements can be a reflection of some of the cultural elements, therefore, they should be addressed and localized as well as the text itself. Images are present and are used widely in both of the websites, in the main page as well as in various sections and subsections. Pictures of McDonald’s products: burgers, fries and drinks dominate in the main page in both websites, and by demonstrating offered products and putting logo in images, consumers are able to visualize what is written and recognize the brand more easily in their surroundings (see Table 15). Overall, only by looking at provided images consumers are able to see in advance what kind of a company it is if they do not know such information in advance. In this case, both markets similarly reveal that it is a company selling food and thus images displayed in the main page show what kind of food consumers are able to get. The most important attributes – logo is displayed in three of the images in the American website as well as the Lithuanian website.

Table 15. A set of examples of images selected from the main page from both websites

Examples of images selected from the main page on the American website	Examples of images selected from the main page on the Lithuanian website
	

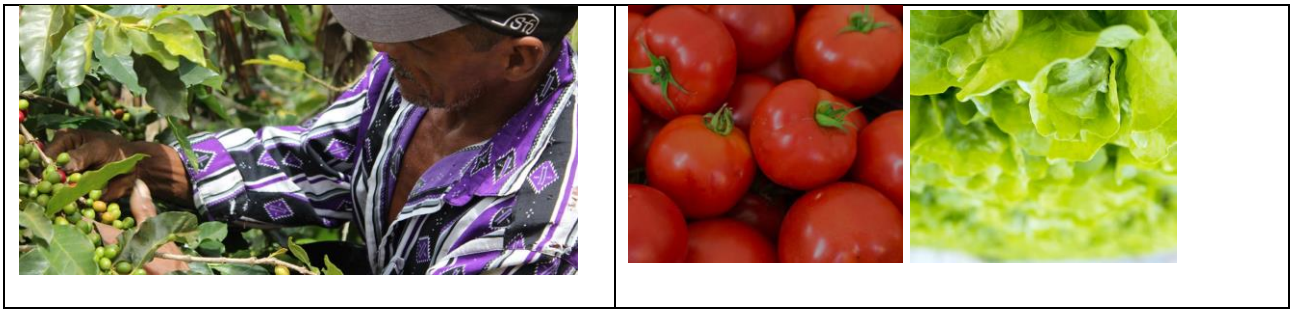


As the section *About Us* or in Lithuanian *Naudinga žinoti* was analyzed in more detail regarding the linguistic aspects, some examples of multimedia elements selected from this section can also be compared. For instance, images used in the section *Mūsų maistas* in the Lithuanian page or in the corresponding section *Our Food* in the American page, are different. Although, as it is shown in first picture provided in table below (see Table 16), the idea behind the picture is the same, only the distribution and choice of products is different. Also, it is the same with the image displaying coffee beans, in the Lithuanian website the picture of coffee beans is shown from a bigger perspective, while in the American version a close-up picture of coffee beans is given.

Nevertheless, different choices regarding the selection of images next to the description of chicken being used as one of the main ingredients were made. It was decided to use pictures of animals such as hen and bull in the Lithuanian website while images of already made products which are sold in McDonald's restaurants such as chicken nuggets or burgers are presented in the American website. Although when entering deeper into this section into the American page, images of animals such as bulls are also placed. Thus, it can be that American consumers are firstly presented with the images of McDonald's products in order to make a certain influence, while Lithuanian consumers are provided with pictures of animals and vegetables in order to reveal how their products are made and what ingredients are used in order to show the quality. Although, for some consumers seeing various images of animals displayed in this context may seem rather concerning issue regarding animal rights.

Table 16. A set of examples of images selected from the section *Mūsų maistas* and its equivalent on the American website




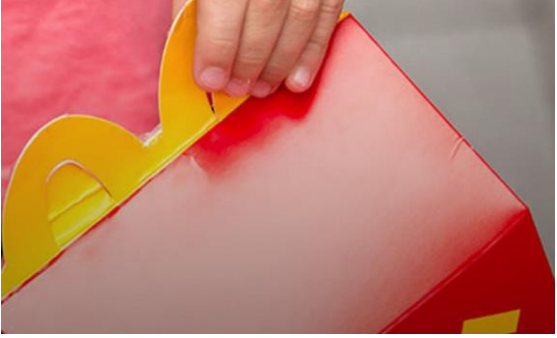


Examples of images selected from the section <i>Our Food</i> on the American website	Examples of images selected from the section <i>Mūsų maistas</i> on the Lithuanian website

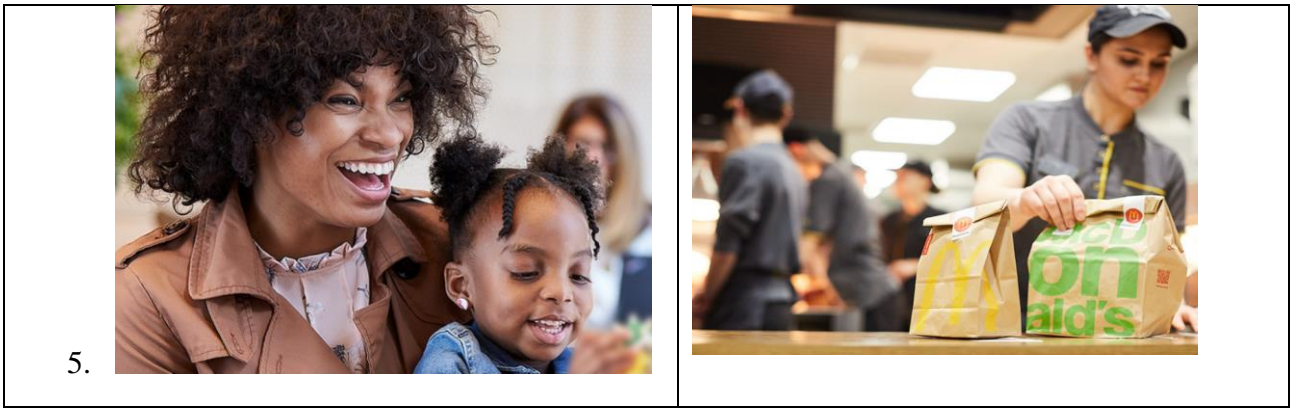


The following comparison of images used on the American Lithuanian websites is made analyzing the selected examples from the section *Our Values* and its localized version *Aplinka* in the Lithuanian market. It should be noted that as it was discussed in the previous section in the practical part of the thesis, values of the brand are listed in both websites and the textual elements related to them were translated/transcreated in Lithuanian. In both websites values are presented in a similar way, having an image from one side and text on the other side, nevertheless, pictures in the Lithuanian website are not the same and were not taken from the American website as it can be seen in the table below (see Table 17). Images selected from the American website are displayed on the left side of the table and are numbered marking each of the value, corresponding images were selected from the Lithuanian page and are placed on the right.

The first image refers to a value called inclusiveness, stating that the brand accepts people of all ages and cultural backgrounds. The image depicts what is explained in the text showing people of different ages and nationalities, while the image on the right depicts a similar idea showing people of contrasting ages, however, mostly focusing on children, which does not exactly reveal the current employees working in the McDonald's restaurants, but rather revealing genuine feelings such as happiness or excitement that might be expressed by customers. Also, the girl depicted in the center of the image on the right has physical features, considering facial features, color of a skin and hair similar to people living in the Baltic states, Lithuania including. The second image refers to the idea of progressiveness noting the brand's innovative ideas such as drive thru, which is depicted in the image on the left, showing how a worker is serving packed food to the client. Similar idea is shown in the corresponding picture, as the McDonald's packaging is displayed and presumably a hand of a child is shown. The third image refers to another value – local integration which relates to the expanded McDonald's business globally. The image displayed in the American page depicts a McDonald's restaurant in China or Japan, considering a depicted language, which relates to the provided text, while the Lithuanian market focuses more on depicting people, possibly of Lithuanian nationality or Baltic states. The fourth example refers to responsible leadership presenting how the brand considers people, industry and environment. Two completely different ideas are depicted on images – animal picture was chosen for the American market and a cup of coffee served for the Lithuanian market. The fifth example was selected from the same section but is not related to any of the values presented, however, it is an example of localization because people of different ethnicities, who are known to live in the market are depicted on the American website, while people or rather a woman representing different cultural background, that could be referred to the Baltic States, is depicted, thus showing the difference in ethnic groups and nationalities, prevalent in those two markets.

Table 17. A set of examples of images selected from the section *Aplinka* from the Lithuanian website and corresponding section on the American website

Examples of images selected from the section <i>Our Values</i> on the American website	Examples of images selected from the section <i>Aplinka</i> on the Lithuanian website
<p>1.</p> 	
<p>2.</p> 	
<p>3.</p> 	
<p>4.</p> 	



It could be noted that images displayed in the American website, at least in the analyzed parts, were not used in the Lithuanian website, which means that not only textual information is accordingly adapted and localized but also multimedia elements such as images are used resembling a life and culture close to the Lithuanian market. In some subsections where images are displayed in the American website, the Lithuanian version contains only textual information. It is also observed that even images used in the menu section, depicting the brand's offered products, which some of them are the same for both markets, are different. It can also be noted that as American McDonald's websites are more expanded with respect to the amount of information provided, there are also more multimedia elements incorporated, and the variety of various images is bigger. Considering that America is one of the biggest markets in the world, where people of various nationalities and ethnicities live, such a relatively big company as McDonald's customized its websites accordingly by creating images depicting different people, while in comparison to the Lithuanian market, the country is rather small, where the majority of people of the same nationality live, and thus perhaps the localized website is smaller, considering the amount of information, as well as other non-verbal elements, in this case images. It is also worth mentioning that no any other multimedia elements besides images, were spotted in the Lithuanian website, while not only images but also videos are included in the American website.

The last non-textual element relevant for the website localization process is the choice of colors. It could be assumed that in order for a brand to keep its commercial appearance the same in all countries and cultures where the brand operates, its main attributes should remain the same, which also includes the choice of colors, as usually brands have their own color codes which are used in the design of their restaurants, packaging, goods and even logos. McDonald's brand is globally known for having distinctive attributes, such as the design of restaurants, its logo, slogan and others. Colors also contribute to the face of the brand, two main colors: red and yellow dominate in the McDonald's color scheme.

The colors used in the Lithuanian website are similar but at the same time there are some differences when comparing to the American website. For instance, black color is used in the menu bar area in the Lithuanian web page, while in the American website both menu bar sections, in the top and bottom are white. Thus, it may seem that two contrasting colors were used, possibly to make the localized website look more distinctive from the original, thus possibly marking some differences between two markets. Also, green color is present in the Lithuanian website, which is not used in the American one, even McDonald's logo on the Lithuanian website is represented in a green background, retaining yellow color for the letter *M* (see Fig. 6). It could be the case that the Lithuanian website was intended

to be created more colorful than the original, while green color could be used due to the fact that Lithuania is a relatively green country, having many forests and other greenery, which is also reflected in the national flag, thus it might be a symbolic choice representing the country. Of course, when it comes to advertisements, the choice of color is wider in both websites, as various colors are used in order for them to be noticeable. Regardless, advertisements displayed in the main page on both of the websites, still contain colors characteristic to the brand, which can be considered as a strategic way to preserve the same brand's characteristics even in different markets.



Figure 6. McDonald's logo displayed on American and Lithuanian websites

In general, localization process of any product and in this case websites, cannot be analyzed without taking into consideration one of its main procedure – adaptation of culture specific elements. Language is not the only attribute of defining cultures; non-verbal aspects are equally important. As observed by researchers O'Hagan and Ashworth (2002), localization in a way could be comprehended as culturalization. When discussing the localization of websites and in this specific case, the localization of McDonald's website, the following aspects important to website users were discussed: layout and spatial features, symbols, content and structure of website, navigation, external links and their functionality, multimedia elements and the choice of colors. It can be observed that layout and spatial features of the analyzed websites are similar, some symbols and distribution of menu bars are the same and are presented in a form of standard horizontal menu, it could be presumed that the localized website was created based on the layout provided in the original website.

Also, the information is easy to find and overall it is easy to navigate through the page. Symbols, relevant to specific markets, such as currency were accordingly localized. External links referring to additional sources of information are functioning well. Additionally, the localized Lithuanian website does not contain any images directly from the American web page. Some pictures have similarities in what is depicted, however, different approaches are used. The analyzed images selected from the Lithuanian website for the most part depict what could be seen by Lithuanian consumer, which means that multimedia elements provided in the Lithuanian website are created and possibly used only for this particular target market. What is more, the choice of colors is not that different in the localized website in comparison to the original one, as only some differences can be spotted. Overall, it can be claimed that non-verbal elements are for the most part localized and adapted.

2.2.3. The degree of localization and localization strategies implemented in the Lithuanian market

As discussed in the theoretical part, companies and their representatives in other markets make their own decisions regarding what needs to be localized in a specific locale, taking into consideration the fact that website localization is a complicated process due to its multimodal features. The following digital assets present in the American McDonald's website are localized in the Lithuanian market: common content, multimedia assets and community assets. It can be observed that two types of information: semi-dynamic and dynamic are given in the website, and thus localization should be employed in order to adapt changing information based on various factors relevant to the locale.

Based on the previously conducted analysis of linguistic and non-verbal elements of the website, the degree of localization in the Lithuanian McDonald's website can be evaluated. In regard to the levels of web content localization proposed by Singh and Pereira (2005), it can be assumed that McDonald's website in the Lithuanian market is extensively localized, as the content, considering linguistic aspects and any information given on the website, structure, layout and other non-verbal elements discussed in the previous section are fully localized/adapted to the Lithuanian market. It can also be noted that the localization of McDonald's website in the Lithuanian market consists of all steps: translation, making various adjustments and checking post-production quality, required for successful localization, as proposed by Khannur (2014).

What is more, with respect to the localization strategies regarding the preparation of content prior the localization process, proposed by Swisher (2014), it can be noted that the following strategies are used: the omission of culture-specific language, as no stylistic devices such as jargon, idioms or the usage of humor were noted in the American website (in the analyzed parts of the website), and the management of terminology, as consistent keywords are used in the original which are preserved in the Lithuanian market. With respect to three approaches: the monarchist approach, the anarchist approach and the federalist approach, proposed by Lockwood (2000), it can be noted that the Lithuanian McDonald's website is localized based on the anarchist approach because the website is adapted only to this specific market, regarding the content, as some parts are translated but the majority of content is transcreated or created and the entire structure of the website is customized accordingly. Transcreation, understood as a tool used for adapting content by rather re-writing than translating, can also be interpreted as one of the strategic ways of implementing localization.

In reference to language techniques used when dealing with the language of advertising, it can be observed that a variety of methods was spotted in the Lithuanian market, presumably to make the content, especially advertisements, appealing to consumers. However, exoticising technique or a translation method of partial foreignization is still employed in the localized website. It might be due to the fact that although the majority of content should be localized accordingly in different markets, where the brand operates, key concepts, ideas and even the names of the products should remain the same in order to preserve the brand's initial policy, still referring to the fact that McDonald's was established in America and still is an American company.

Conclusions

1. The theoretical overview has revealed that with respect to the ongoing processes of globalization and internationalization, cultural differences remain an important factor in businesses, and for this reason, localization – a process consisting of two major procedures: translation and adaptation of non-verbal, culture-specific elements, regarding a certain locale, is used. Digital texts encourage translators to find more diverse ways in terms of choosing translation methods. With changes in the field of translation and a changing translators' role in modern society, the notion of transcreation appeared and is used as a way to re-create content and adapt it to the needs of consumers from different target markets. Website is a multimodal platform, and thus not only text itself should be localized but also other non-verbal elements characteristic to websites such as images, layout, navigation, structure, symbols or colors should be adapted respectively.
2. Linguistic content provided on the American McDonald's website is localized by translating, transcreating and creating textual information in the Lithuanian website. There is more information covering various topics, provided on both analyzed American websites than in the corresponding Lithuanian website, possibly due to the fact that the company was established in America and the market is much bigger in comparison to the Lithuanian market. The following translation techniques were indicated: addition, omission, equivalence, modulation, partial foreignization and literal translation. Also, with respect to the counted number of words from the analyzed sections, it can be noted that the number of words used in the Lithuanian website is smaller by more than a half, indicating that omission technique was employed, and it might be due to the selection, transcreation and creation of new content which is relevant only to this specific market. When creating and transcreating content in the target market, different issues such as sustainability, recycling or usage of products of high quality are emphasized based on what is relevant in both of the markets. Advertisements and other content provided on the main page differ for the American and Lithuanian market respectively, by providing information relevant to the current events in that specific market. With respect to the language techniques proposed by researchers Sulaiman and Wilson (2019), the following methods were indicated: ego-targeting, keying, contrasting and exoticising.
3. Non-verbal elements used in the McDonald's website are also localized and adapted to the needs of the Lithuanian consumer. Although there are some similarities between the original and localized website regarding the layout, spatial features, some symbols, colors and distribution of menu bars (standard horizontal menu), the Lithuanian website does not contain any multimedia elements used in the American web page, as images selected from the Lithuanian website for the most part depict what could be seen by Lithuanian consumer, which means that multimedia elements provided in the Lithuanian website are created and possibly used only for this particular target market.
4. After carrying out descriptive and comparative content analysis of linguistic and non-verbal elements, considered to be an equally relevant parts of websites and localization procedures, it can be noticed that the McDonald's website available in the Lithuanian market is extensively localized, by employing all procedures and strategies necessary for successful localization such as translating, adapting by making various adjustments, regarding culture-specific aspects, and

checking post-production quality. The Lithuanian website is localized based on the anarchist approach, considering the fact that the website is adapted only to this specific market, regarding the content, as some textual parts are translated but the majority of content is transcreated or created and non-verbal elements are customized accordingly. Transcreation can also be implied as one of the strategic ways of implementing localization process in the Lithuanian market.

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Appendixes

Appendix 1. The main page of McDonald's American website

The screenshot shows the top navigation bar of the McDonald's website. It includes the golden arches logo, a language dropdown, a sign-up for email link, a careers link, a search bar, a location change button, and an 'Order on Uber Eats' button. Below the navigation bar is a grid of links: 'Our Menu', 'McCafé', 'About Our Food', 'Deals & Our App', 'Trending Now', and 'Locate'.

The main content area features a 'Thank You, Frontline Heroes' campaign. On the left, the text reads: 'Thank You, Frontline Heroes. We've served nearly 4 million free Thank You meals to first responders and healthcare workers, and we can only hope to serve millions more.' Below this is a 'Find Out More' button and a disclaimer: '*At participating McDonald's 4/22/20 through 5/5/20. Valid ID required. Limit one per person per day. Menu options may vary by restaurant. No substitutions.' To the right of the text is a 4x4 grid of 16 small portraits of diverse frontline workers, including healthcare professionals, police officers, and firefighters.

Below the campaign is a promotional banner for 'Order McDelivery® Now*'. The banner features an image of a McDonald's meal (a burger, fries, and a drink) next to a brown paper bag with the 'McDelivery' logo and logos for 'Uber Eats' and 'DOORDASH'. The text on the right says: 'Order McDelivery® Now*. Get all your McDonald's favorites delivered right to your doorstep with McDelivery® on Uber Eats or DoorDash.' Below this is an 'Order Now' button and a disclaimer: '*At participating McDonald's. Prices may be higher than at restaurants. Delivery service fees apply.'



Your Questions, Answered

The well-being of our people and customers is our top priority, so we are taking precautions to protect your health. Find out more about McDonald's Coronavirus response as we answer your questions.

[Learn More](#)



Championing Communities from Coast to Coast

McDonald's has always been a home base for communities, and we're proud to support them during this crisis. Learn more about how the McFamily is working together to make a positive impact across the country and around the world.

[McDonald's Newsroom](#)



Mobile Order & Pay

Pick up your order. Select Drive Thru pick up and tell us your order code at the speaker.

McD App download and registration required. Mobile Order & Pay available at participating McDonald's.

[Use App](#)



McCafé® Rewards

Download our App to earn rewards and access deals on McCafé drinks.

Valid thru 6/23/20 at participating McDonald's. McD App download and registration required.

[Get the App to Earn Rewards](#)



Nutrition Calculator

Explore our nutrition facts and learn more about your favorite McDonald's menu items.

[Get Nutrition Details](#)

About Us

- [Our History](#)
- [Leadership Team](#)
- [Values in Action](#)
- [Investor Relations](#)
- [News & Notifications](#)
- [Franchise Info](#)
- [Real Estate](#)
- [Recalls & Alerts](#)
- [Digital Accessibility](#)
- [Our Food, Your Questions](#)

Careers

- [Education Opportunities](#)
- [Employee Perks](#)
- [Meet Our People: Staff & Management](#)
- [Working with Us](#)
- [Apply Now](#)

Services

- [Wi-Fi](#)
- [Arch Card®](#)
- [PlayPlaces & Parties](#)
- [McDelivery®](#)
- [Mobile Order & Pay](#)
- [Download App](#)
- [McDonald's Merchandise](#)

Community

- [HACER® Scholarships for Hispanic Students](#)
- [Ronald McDonald House Charities](#)
- [McDonald's AFA](#)
- [McDonald's International](#)
- [Black & Positively Golden](#)

Contact Us

- [Arch Card](#)
- [Donations](#)
- [Employment](#)
- [Mobile App Feedback](#)
- [Restaurant Feedback](#)



[Privacy \(Updated\)](#)

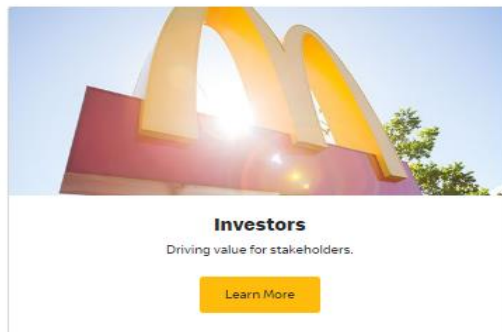
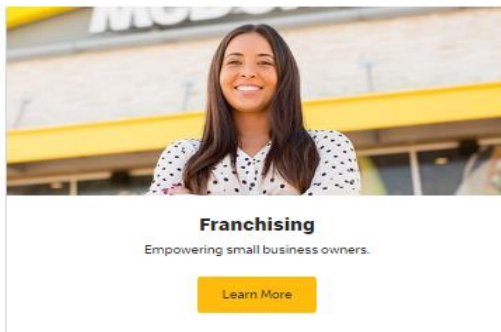
[Terms & Conditions](#)

[Accessibility](#)

[Do Not Sell My Info](#)

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Appendix 2. The main page of McDonald's American website (corporate version)



About

[Our Values](#)
[Our Business Model](#)
[Our Growth Strategy](#)
[Global Diversity, Inclusion & Community Engagement](#)
[History](#)
[Leadership](#)
[Around the World](#)

Scale for Good

[Our Food](#)
[Our Planet](#)
[Our People and Communities](#)
[Our Approach](#)
[ESG Reporting](#)

Investors

[Company Overview](#)
[Financial Information](#)
[Investor Events](#)
[Stock Information](#)
[Shareholder Resources](#)
[Corporate Governance](#)

Franchising

[Overview](#)
[Global Franchising](#)
[FAQ](#)

Careers

[Corporate Careers](#)
[US Restaurant Jobs](#)



Appendix 3. The main page of McDonald's Lithuanian website



KOKYBĖ

Dešimtmečius galėdami tai pasakyti – privalame kiekvieną sprendimą galvoti apie jus. Be jūsų nebūtų ir mūsų. Todėl stengiamės, kad McDonald's'vi būtų toks, kokiu norite jį. Tą, kuris nuolat tobulina kokybišką maisto ruošimo metodus ir gamina vis geresnius produktus. Tą, kuris supranta, kad jūsų ir jūsų šeimoms geriau – tai mūsų geriau. Kaip tik todėl mūsų maisto filosofijos pagrindas yra paprastumas – The Simpler The Better™.



100 PROC. JAUTIENA

Mūsų jautienos pupelėms gaminti iš 100 proc. jautienos, tiekiamos iš Europos ūkių. Mūsų tiekėjų tvirtas atidumas griežčiausios gyvūnų gerovės, saugos ir kokybės reikalavimams. Naudojame tik aukščiausios kokybės jautienos pjaušius bei kaulų ir skerdenos šonų, praleidę ketvirtį ir užpakalinis dalis.

100 % VIŠTŲ KRŪTINĖLIŲ MĖSA

Visada naudojame tik vištų krūtinėles – tiek mėsastrains, tiek višienas keptinėms Chicken McNuggets™. Kodėl tai svarbu? Vienas pagrindinių mūsų prioritetų – patiekus skonio produktai iš kokybiškų medžiagų.

Nė narvame laikomų vištų kiaušiniai. Savo produkcijoje kiaušinius naudojame kaip atskirą produktų sudėtinę dalį ir kaip ingredientą patiejų sumuštiniams. Dešimtmečius, kad naudojame tik viščių, kurie nėra auginami ir laikomi narvose, kiaušiniai, tokiu būdu užtikriname gyvūnų gerovės standartus.



POMIDORAI

Pomidorai auginami laikantis aukščiausios tikrinėkylės standartų – nuo sėklų atrankos iki vaisiaus praežiūros. Todėl mūsų pomidorai saltingi, aukščiausios kokybės ir užauginti sveikai bei tvarkingai.

SALOTOS IR ŠVIEŽI SVOGŪNAI

Gardėms mėsastrains skruze McDonald's'vi rindome tik geriausius šviežius ir šviežius salotas bei aukščiausios kokybės svogūnus.

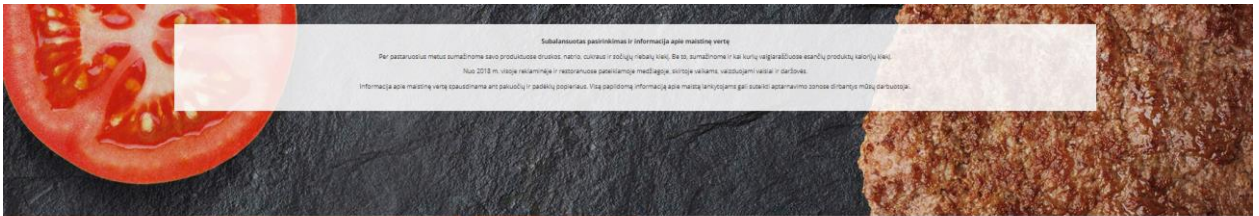


KAVA

Mūsų kava gaminama iš aukščiausios kokybės kavos pupelių mūšiu, kas įtikia ekologiška ir tvariai dirbančią „Rainforest Alliance Certified“ ūkiui.

Lik prisijungys





Subalansuotas pasiekimas ir informacija apie maistinę vertę
 Per pastaruosius metus sumažinome savo produkcijoje druskos, natrį, cukrų ir sočiųjų riebiųjų medžiagų kiekį. Be to, sumažinome ir kai kurių valgiarūšių esančių produktų kalorijų kiekį.
 Nuo 2013 m. visose reklaminiuose ir restoranuose pasiekiama medžiaga, siūlyti veltams, vaistų užėjimui vaikams ir darbuotojams.
 Informacija apie maistinę vertę pasiekiama ant patalukų ir pakučių popieriaus. Visą papildomą informaciją apie maistą lankytojai gali susirasti asmeninio kompiuterio ekranuose mūsų darbuotojų.



Mūsų žmonės

2018 m. Baltijos šalysje veikiančiuose McDonald's® restoranuose sukūrta daugiau kaip 100 naujų darbo vietų. Mūsų žmonės darbuoja aukšto lygio technologijose ir apgimo programose. Jie gali įgyti verslo susidomėjimą mūsų prekių ženklais.
 Mūsų restoranų komandų nariai darbuoja patalpose, kuriose yra kitiški kompiuteriniai elementai bei maisto ir saugos kurdavimai.

Sveikata ir sauga

McDonald's restoranai – vien saugausių patalpių. Tiekime tikrai sveikatos ir saugos priemonėmis atliktame maisto saugos audite. Restorano ribotus vertinimus, mokome, kaip apginti tokius galimus nerimą sukeliančius dalykus, šalinantys aktyvius ribotus vertinimus. Rūšiuoti patalpas, reguliariai maisto saugos audite, turime reguliavimus šalinant netiesiogines mikroorganizmus patalpose.



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Appendix 6. The subsection *Istorija* of McDonald's Lithuanian website



McDonald's® Lietuvoje

Pirmasis McDonald's® restoranas pasaulėje duris atvėrė praėjusio amžiaus penktame dešimtmetyje. Šiandien vieno stipriausią prekių ženklą restoranai veikia daugiau kaip 36 tūkst. vietovių, 119 šalių McDonald's dirba apie 1,9 mln. žmonių.

1966 m. McDonald's įkūrė ir į Lietuvą – pirmasis restoranas buvo atidarytas Vilniuje. Šiuo metu Vilniuje, Kaune, Klaipėdoje, Šiauliuose ir Marijampolėje iš viso veikia 15 McDonald's restoranų, 11-oje iš jų įdiegta McDrive™ paslauga, o 6-juose – McCafé™ kavinės. Lietuvoje daugiau nei 900 McDonald's darbuotojų per dieną aptarnauja apie 28 tūkst. lankytojų.

McDonald's® istorija

Mėsainio (angl. burger) idėja kilo Hamburge (Vokietijoje). McDonald's koncepcija pradėta plėtoti Jungtinėse Amerikos Valstijose. Ją 1937 m. sukūrė broliai Richardas ir Maurice'as McDonaldai, jiems susitikus su prekį ženklio įkūrėju Ray'ėjumi Krocu, kuris vėliau tapo ir savininku. smulkiojo verslo idėja įgijo visai kitą mastą.

Apie McDonald's®

„Premier Capital plc“ yra licencijuota McDonald's prekių ženklui plėtoti Estijoje, Graikijoje, Latvijoje, Lietuvoje, Maltosje ir Rumunijoje. „Premier Capital“ valdo 157 restoranų, o 8 500 šiuose restoranuose dirbančių darbuotojų kasmet aptarnauja daugiau nei 119 mln. lankytojų.

1955 m. Nauji Ray'ėjaus Kroco idėja

Ray'ėjų Kroco sužavėjo brolių darbo rezultatai ir jis paragino juos pradėti kurti franšizinių paslaugų tinklą. Po kelerių sėkmingo darbo metų Krocas pasiūlė broliams Richardui ir Maurice'ui sandorį ir bendrovę įsigijo už 2,7 mln. JAV dolerių. Po keverių metų, 1960 m., Krocas atidarė šimtą savo restoranų.

1960 m. „McDonald's Corporation“ pradžia

Prabėgus dešimčiai metų nuo tada, kai Čikagoje buvo atidarytas pirmasis restoranas, McDonald's akcijomis pradėta prekiauti biržoje.

1965 m. Filet-O-Fish™

Filet-O-Fish™ – pirmasis produktas, kuriuo papildytas nacionalinis valgiaraštis. Jį sukūrė Lou Groenas, Šinsinatyje veikiančio McDonald's® restorano savininkas. Jis norėjo į restoraną pritraukti vietos lankytojų, priklausančių Romos katalikų bendruomenei.

1968 m. Nauja žvaigždė

McDonald's restoranų valgiaraštis papildytas nauju produktu – Big Mac®, kurį sukūrė Pitsburge veikiančio restorano savininkas ir valdytojas Jimas Delligattis.

1973 m. „Quarter Pounder“

Valgiaraštis papildytas dviem naujais produktais: „Quarter Pounder“ ir „Quarter Pounder with Cheese“.

1975 m. McMuffin™ su kiaušiniu

Restorano Santa Barbaroje (Kalifornijoje) savininkas ir valdytojas Herbas Petersonas sukūrė McMuffin™, kuris buvo įtrauktas į nacionalinį valgiaraštį.

1967 m.

McDonald's išplaukė į tarptautinius vandenis

Anksčiau tik JAV veikęs McDonald's žengė į naujas rinkas – franšizės paslaugų pagrindu įkurti restorantai atvėrė duris Kanadoje ir Puerto Rike.

1971 m.

McDonald's žengė į Europą

McDonald's tinklas sėkmingai plėtėsi – Nyderlanduose duris atvėrė pirmasis franšizės paslaugų pagrindu įkurtas restoranas Europoje.

1975 m.

Kad kelias neprailgtų...

Naujoji McDonald's prekių ženklų koncepcija – Arizonoje vairuotojų ir keleivių laukė pirmasis restoranas su langeliu užsakyti ir pasiimti maistą.

1979 m.

Laimingi pietūs su „Happy“!

McDonald's valgiaraštyje atsirado naujas pasiūlymas – Happy Meal™.

1983 m.

Chicken McNuggets™

Visuose JAV restoranuose pradėti į meniu įtraukti Chicken McNuggets™ vištienos kšneliai.

1993 m.

McCafé™

Melburne (Australijoje) duris atvėrė pirmoji pasaulyje McCafé™ kavinė.

1995 m.

McFlurry™

Kanados McDonald's valgiaraščiui naujiena – ledai McFlurry™, kuriuos sukūrė restorano savininkas ir valdytojas Ronas McLellanas.

1996 m.

McDonald's žengė į Lietuvą

Vilniečiai ožlaugiai pirmuoju duris atvėrusiu McDonald's restoranu Lietuvoje.

2001 m.

Naujas amžius, naujas mėšainis

McDonald's valgiaraštis papildytas nauju mėšainiu – Big Tasty™, kurį iš karto pamėgo žmonės visame pasaulyje.

2002 m.

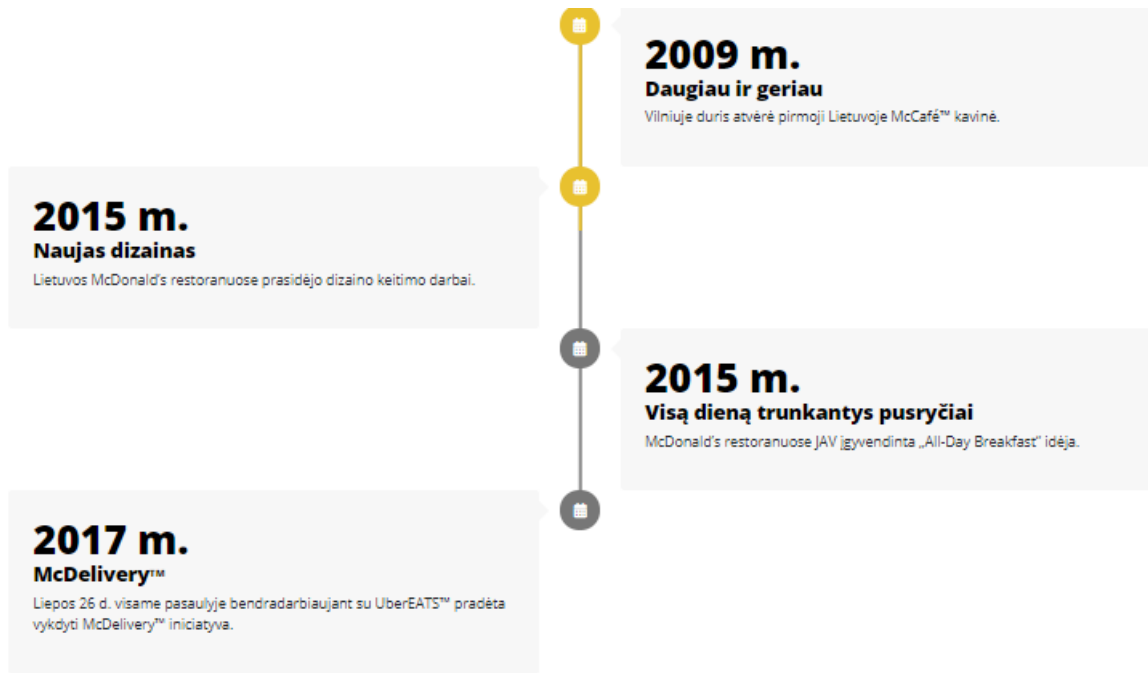
Visame pasaulyje surengta McHappy Day™

2002 m. surengta pirmoji pasaulinė kampanija McHappy Day™. Šios kasmetinės iniciatyvos tikslas – rinkti lėšas vaikams, kuriems reikia pagalbos.



2003 m.

„I'm lovin' it“

Rugsėjo 2 d. Miunchene (Vokietijoje) paskelbta pirmoji pasaulinė McDonald's reklamos kampanija „I'm lovin' it“.



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Appendix 7. The subsection *Mūsų istorija* of McDonald's Lithuanian website

McDonald's® Lietuvoje

Pirmasis McDonald's restoranas pasaulyje duris atvėrė praėjusio amžiaus penktojo dešimtmetyje. Šiandien vieno stipriausių prekių ženklų restoranai veikia daugiau kaip 36 tūkst. vietovių, 119 šalių McDonald's dirba apie 1,9 mln. žmonių. 1996 m. McDonald's įkūrė ir Lietuvoje – pirmasis restoranas buvo atidarytas Vilniuje. Šiuo metu Vilniuje, Kaune, Klaipėdoje, Šiauliuose ir Marijampolėje iš viso veikia 14 McDonald's restoranų, 10-juje iš jų įdiegta McDrive™ paslauga, o 6-juose – McCafé™ kavinės. Lietuvoje daugiau nei 800 McDonald's darbuotojų per dieną aptarnauja apie 23 tūkst. lankytojų.

Apie McDonald's

- 18-24** – Vidutinis mūsų darbuotojų amžius
- 7 400 000** – Taip taip! Tai mesančių kiekis, kurį pagaminame per metus
- 14 859** – Kasdien aptarnaujamų lankytojų skaičius
- 7** – Tik McCafé šiuo metu veikia Lietuvoje
- 15** – Restoranų skaičius Lietuvoje
- 66** – Vidutiniškai tik žmonių sudaro vieno restorano darbuotojų komandą
- 800 000** – Per dieną parduodamų Happy Meal™ rinkinių skaičius