



16 years ESJ  
*Special edition*

## **Exploring the Influence of Cultural Norms on Consumer Behavior in a Globalizing and Digitalized Marketing Environment**

*Irakli Abashidze, Associate Professor, PhD*

*Nino Khakhubia, Associate Professor, PhD*

Grigol Robakidze University, Georgia

[Doi:10.19044/esj.2026.v22n38p185](https://doi.org/10.19044/esj.2026.v22n38p185)

---

Submitted: 15 December 2025

Accepted: 28 February 2026

Published: 23 March 2026

Copyright 2026 Author(s)

Under Creative Commons CC-BY 4.0

OPEN ACCESS

*Cite As:*

Abashidze, I. & Khakhubia, N. (2026). *Exploring the Influence of Cultural Norms on Consumer Behavior in a Globalizing and Digitalized Marketing Environment*. European Scientific Journal, ESJ, 22 (38), 185. <https://doi.org/10.19044/esj.2026.v22n38p185>

---

### **Abstract**

Consumer behavior in modern markets is largely shaped by cultural factors and the widespread use of digital platforms. Owing to globalization and the rapid evolution of social media, the phenomenon of consumer behavior has grown increasingly complex over the last decades. This presents significant challenges in making culturally informed decisions, particularly through the use of digital platforms. Accordingly, brands must navigate marketing environments by accounting for numerous factors that shape purchase decisions, electronic word-of-mouth (eWOM), user-generated content (UGC), and online reviews. Marketers face highly unpredictable landscapes where localization and adaptation are crucial prerequisites for maintaining competitiveness. Simultaneously, brands must assess the extent of influence exerted by culture and digital platforms. Thus, the dynamics of globalization, culture, and digital platforms constitute crucial aspects in effective marketing decision-making. As a narrative literature review, this study synthesizes contemporary academic contributions to examine and analyze the interplay between consumer behavior, cultural determinants, globalization, and digital platforms. It seeks to identify the main features of consumer behavior shaped by culture within globalizing marketing contexts. The objective of the study is to propose approaches for leveraging cultural

factors through digital communication channels in globalizing marketing environments. The study concludes that digital platforms both promote global behavioral convergence and enable data-driven reinforcement of local cultural identities. Finally, the findings are summarized in relation to the stated objective and research questions.

---

**Keywords:** Culture, Consumer behavior, Globalization, Digital marketing

## **Introduction**

Contemporary marketing communications is an extremely volatile and fast-evolving domain, both in terms of theoretical research and practical activities. It is accompanied by numerous challenges and opportunities. Cultural differences in markets amplify these challenges, thereby creating the necessity to elaborate marketing strategies capable of leveraging opportunities and managing possible complications. In this regard, globalization and the proliferation of digital platforms are among the most influential factors affecting consumer behavior in culturally diverse marketing environments. Hence, marketing managers must incorporate cultural aspects in their policies while maintaining communication through digital channels within globalizing markets.

The definition of culture in marketing may be subject to interpretation. However, a general understanding of the influence of cultural norms on consumer behavior is, to some extent, universally acknowledged. It has been defined in the international marketing literature as a unity of beliefs, norms, and behavioral patterns within a national group. It is a system of embedded values and practices within a society (House et al., 2004), "the software of the mind" or "collective programming of the mind" that distinguishes one group of people from another (Hofstede, 2001). It exemplifies culture conceptualizations at the cognitive and individual level (Yaprak, 2008). Cultural norms significantly influence how individuals interpret marketing messages and engage in interactions with brands, particularly within digital platforms.

Businesses need to navigate the complexities of cross-cultural consumer engagement while leveraging digital tools to tailor their marketing efforts. Thus, the significance of cultural context in marketing is of the highest importance. Considering the immersion of today's consumers in a plurality of worlds, companies must take into account cultural pluralism and focus on implementing a relational, digital, and personalized approach (Colbert & Courchesne, 2012). Consumer behavior is significantly shaped under the influence of globalization and digitalization – two tightly interconnected processes. Companies, faced with foreign competition, are under great pressure to adopt technologies such as e-commerce to protect or expand

market share (Babenko et al., 2019). Moreover, digitalization can be regarded as one of the main driving forces of globalization, considerably shaping consumer behavior.

Due to its volatility and complexity, the issue necessitates regular research to inform effective marketing decisions and enhance competitiveness in culturally diverse markets. On the one hand, local cultural nuances play a crucial role in the decision-making process, and on the other hand, the increasing tendency toward unifying patterns of behavior emerges under the influence of algorithm-based digital platforms. This, in turn, contributes to the globalizing tendency of consumer markets. While people and their behavior are continuously influenced by the culture to which they belong, the virtual environment of social media has become an increasingly pervasive and influential aspect of contemporary life (Copuš & Čarnogurský, 2017). Hence, the number of influencing factors on consumer behavior and the intensity of their impact are increasingly high. As a result, inherent cultural norms may clash with the influencing factors of globalizing markets, triggered by multifaceted and intensive marketing communication on digital channels. Such a prospect requires meticulous monitoring, research, and analysis of consumer behavior across various dimensions.

It is essential to acknowledge the persistent influence of both non-cultural (hard) and cultural (soft) factors as constraints within the international marketing landscape. These factors necessitate continuous adaptation and localization strategies (Hermeking, 2005). Consequently, companies must adopt a systematic and integrated approach to understanding the interplay of cultural and non-cultural determinants of consumer behavior. Digital platforms are one of the main focal points in this endeavor, as a significant portion of touchpoints in consumer decision-making stages exist online.

While firms' strategic choices greatly influence market outcomes, consumer responses to multinational firms' product offerings and marketing strategies often exhibit substantial cross-cultural variation (Song et al., 2017). This presents significant challenges for companies entering new markets, as the process of market research involves significant complexities. Consumer culture research predominantly employs qualitative methodologies. Although rich in descriptive detail, such research often limits the generalizability of findings to the broader population (Steenkamp, 2019). As a result, the risks of PR crises increase. One of the main challenges is the potential misperception of brand image by local consumers. Companies need to adopt cross-cultural marketing policies, localization, and adaptation strategies, which are complex goals to achieve. Hence, the issue of cultural norms in consumer behavior in the context of globalization and digitalization is extremely significant.

The scope of the study involves key cultural dimensions affecting consumer behavior, the role of digital platforms in shaping culturally driven

consumption patterns, and strategies for marketers to effectively address cultural diversity. The study focuses on a theoretical review of the issue by analyzing contemporary approaches to marketing management in a cultural context. The objective of the study is to develop an up-to-date perspective to leverage the opportunities presented by cultural factors in influencing consumer behavior within a digitalized and globalizing marketing environment. To achieve this goal, it is necessary to address the following research questions: (1) How do cultural norms shape consumer behavior in digitalized and globalizing marketing environments? (2) What strategies can marketers use to effectively engage culturally specific audiences? The article is structured around key aspects across respective sections.

## **Methods**

This study employs a literature-based methodology designed to address the research objective and respond to the research questions. As a theoretical inquiry, it relies exclusively on secondary data derived from scholarly publications, academic databases, and peer-reviewed journals. Conceptual analysis is used to clarify and interpret the fundamental nuances of the topic. Within this process, three central aspects are identified: (1) the influence of cultural norms on consumer behavior; (2) the impact of a globalizing marketing environment on consumer behavior; and (3) the role of digital platforms. To integrate these dimensions, theoretical synthesis is applied, allowing the consolidation of insights from diverse conceptual and empirical contributions. A comprehensive literature review forms the core methodological approach, enabling an examination of past and contemporary research trajectories and facilitating the identification of relevant models, theories, and conceptual frameworks. An interpretative review of key scholarly works is conducted to analyze how cultural factors, digital channels, and globalization are conceptualized as interconnected determinants shaping consumer behavior patterns.

The limitation of the study lies in the rapidly evolving nature of the domain. This constant development necessitates ongoing research to address the dynamic requirements of managing consumer behavior in culturally diverse environments influenced by globalization and the widespread prevalence of digital communication channels. The intersection of these complex research fields constrains the study's ability to derive definitive long-term conclusions. Nonetheless, the study provides a comprehensive examination of theoretical concepts and offers a multifaceted analysis relevant to both scholars and professionals in the field of marketing communications.

## Results

The study reveals that cultural norms remain crucial in shaping consumer behavior amid globalization and digitalization. Digital platforms amplify both convergence and divergence of cultural influences. Findings indicate that culturally sensitive strategies anchored in localization, adaptation, and data-driven insights are essential for effective consumer engagement and competitiveness in global and local markets.

## Literature review

Given the complexity and specific nature of the field, its research is a continuously evolving process that covers various aspects and dimensions. Consequently, the literature on cultural norms, their impact on consumer behavior, and the role of globalization and digitalization in this context is broad and multifaceted. Many scholars have contributed to the study of these issues over the decades. Among them, Geert Hofstede's work is considered one of the most fundamental contributions. His book, "Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations" (2001), (originally published in 1980), remains a foundational work in understanding the role of cultural norms in the business world. The book introduces the Cultural Dimensions Theory, identifying six key dimensions: individualism vs. collectivism, power distance, uncertainty avoidance, masculinity vs. femininity, long-term vs. short-term orientation, and indulgence vs. restraint. These dimensions collectively influence decision-making, communication styles, and consumer preferences across diverse societies (Hofstede, 2001).

Hofstede's research continues to be a subject of interest among scholars. Soares et al. (2007) critically examine the application of his cultural dimensions in international marketing research, arguing that digitalization has accelerated cultural convergence in some aspects while reinforcing local cultural identities in others. As the authors note, despite its widespread adoption in international marketing, Hofstede's framework requires contextual adaptation to remain applicable in the rapidly evolving global and digital landscape (Soares et al., 2007). Żemojtel-Piotrowska and Piotrowski (2023) provide a contemporary analysis of Hofstede's theory. It emphasizes that even in the context of a highly interconnected digital economy, cultural values significantly influence consumer trust, brand loyalty, and online purchasing behavior (Żemojtel-Piotrowska & Piotrowski, 2023)

Another valuable contribution to the research on the issue is provided by Richard D. Lewis. His model categorizes cultures into linear-active, multi-active, and reactive, each shaping consumer engagement, brand perception, and purchasing decisions. He emphasizes that while globalization has facilitated cultural convergence in certain aspects, local cultural values remain

deeply embedded in consumer decision-making (Lewis, 2006). Additionally, the study underscores the importance of cultural adaptability in international business strategies, where cultural dimensions play a crucial role. This issue is further investigated by Trompenaars & Hampden-Turner (2011). Their Dimensions of Culture model explores key contrasts, such as universalism vs. particularism and individualism vs. communitarianism, which influence consumer decision-making, brand perception, and marketing communication (Trompenaars & Hampden-Turner, 2011). The book provides insights into how businesses can leverage cultural intelligence to enhance customer relationships in global markets.

Marieke de Mooij is an influential scholar whose research significantly contributes to the field. Her work encompasses a wide range of topics, including the impact of culture on consumer behavior, global advertising strategies, and cross-cultural aspects of online decision-making. She challenges the assumption that globalization leads to cultural convergence, instead arguing that digitalization has amplified cultural differences in consumer behavior rather than erasing them. Additionally, she highlights the importance of cultural adaptation in digital marketing, showing how localized strategies outperform standardized approaches in many markets (De Mooij, 2019). Ultimately, De Mooij's research remains a foundational resource for understanding the intersection of culture, consumer psychology, and global marketing in the digital age.

Robert Cialdini explores the psychological principles underlying persuasion, offering valuable insights into how cultural norms can shape consumer behavior. He emphasizes that cultural differences affect the way consumers interpret and react to persuasive marketing techniques (Cialdini, 2007). These issues are also researched by Schiffman and Kanuk (2009), offering insights into the ways individuals develop brand preferences and respond to marketing strategies. The study highlights that cultural values, traditions, and social influences significantly impact how consumers process information and evaluate products (Schiffman & Kanuk, 2009). Additionally, the authors discuss the importance of reference groups, opinion leaders, and social norms in shaping consumer choices, particularly in collectivist societies.

Cross-cultural variations in consumer behavior are one of the central aspects in the research agenda of the domain. Arnould and Thompson (2005) emphasize that consumer behavior is not solely driven by economic factors but is deeply embedded in cultural, social, and symbolic contexts. The study explores how cross-cultural variations influence consumer identity, lifestyle choices, and brand interactions, offering a theoretical framework for understanding consumption as a cultural practice rather than a purely rational decision-making process (Arnould & Thompson, 2005). A key argument in

their work is that globalization does not homogenize consumer behavior but rather leads to cultural hybridity, where global influences interact with local traditions. The topic is also investigated by Pieterse (2019), who explores the complex relationship between globalization and culture, introducing the concept of global *mélange*, which challenges the idea of cultural homogenization. He argues that rather than erasing cultural differences, globalization leads to hybridization, where local and global influences merge to create new cultural forms (Pieterse, 2019). This perspective is particularly relevant to consumer culture, as global brands must navigate the balance between standardization and localization to resonate with diverse audiences. In this context, Robertson (1995) introduced the concept of glocalization, which describes the interplay between global and local consumer cultures, emphasizing that globalization is not a uniform process but rather a dynamic interaction between homogeneity and heterogeneity. His work challenges the notion that global consumer culture erases local identities, arguing instead that local cultures reinterpret and adapt global influences in unique ways (Robertson, 1995). This perspective is particularly relevant in marketing, as brands must balance global standardization with local adaptation to resonate with diverse consumer bases.

Marketing research is essential to achieve successful global standardization with local adaptation. In this context, Craig and Douglas (2001) explore the evolving challenges and methodologies in international marketing research, emphasizing the importance of cross-cultural marketing strategies in an increasingly globalized marketplace. They argue that understanding cultural differences is essential for developing effective marketing campaigns, as consumer preferences, values, and behaviors vary significantly across regions (Craig and Douglas, 2001). Their study highlights the role of market segmentation, localization, and adaptation in ensuring that brands resonate with culturally diverse audiences.

Given the significant impact of digital platforms on consumer behavior in a globalizing environment, this issue is of high importance. Consequently, numerous scholars have researched it from various perspectives over the past decades. Castells (2010) explores the transformative effects of digital platforms and networks on society, emphasizing their profound influence on culture and consumer behavior. He argues that the shift to a networked society is reshaping global interactions, where digital platforms facilitate new forms of communication and cultural expression (Castells, 2010). In particular, social media plays one of the central roles in this process. Wellman (2001) examines the intersection of physical and digital spaces, emphasizing how online networks are reshaping social interactions and cultural norms. Digital platforms, or "cyber-places," provide individuals with the ability to construct personalized networks, which significantly influence their consumer behavior

and cultural preferences (Wellman, 2001). He highlights how social networks allow users to create virtual communities, transcending geographic boundaries and altering traditional concepts of social engagement.

Digital marketing strategies and cultural adaptation are addressed by Kotler et al. (2017) in “Marketing 4.0: Moving from Traditional to Digital”. The authors explore the shift from traditional marketing to digital strategies, emphasizing the importance of cultural adaptation in a globally connected world. The authors argue that digital marketing requires a deeper understanding of the evolving consumer behavior, which is influenced by both technological advances and cultural shifts (Kotler et al, 2017). They highlight the need for businesses to tailor their marketing strategies to local cultural contexts while maintaining a global brand presence. Chaffey and Ellis-Chadwick (2019) provide a comprehensive framework for understanding digital marketing strategies and the importance of cultural adaptation in a globalized market. They argue that successful digital marketing requires businesses to align their strategies with both global trends and local cultural preferences to resonate with diverse consumer groups (Chaffey & Ellis-Chadwick, 2019). The authors emphasize the role of data analytics in shaping personalized marketing campaigns that take into account cultural nuances, thereby fostering stronger connections with target audiences.

Finally, it is important to emphasize the need for ethical considerations in the research of the field. Hartman et al. (2014) explore the ethical challenges that businesses face, particularly in cross-cultural marketing. They discuss the importance of understanding cultural differences when making ethical decisions, highlighting the need for businesses to be sensitive to the values and norms of the diverse markets they operate in (Hartman et al., 2014). They emphasize that businesses must approach cross-cultural marketing with respect, avoiding stereotypes and harmful generalizations that could lead to ethical violations.

### **Consumer behavior influenced by culture in a globalizing marketing landscape**

A complex interplay of psychological, social, and cultural factors shapes consumer behaviours. Among these, culture plays a pivotal role in influencing attitudes, beliefs, and decision-making processes. The cultural dimensions of language and communication, trust and security, and social influence shape consumer behaviour across diverse markets. Drawing on Hofstede’s cultural dimensions theory, it examines the effects of individualism-collectivism, power distance, and uncertainty avoidance on consumer decision-making. The importance of culturally sensitive marketing highlights how businesses can tailor marketing strategies to align with local values, communication styles, and social norms. In the era of globalization,

businesses increasingly operate across borders, reaching consumers from diverse cultural backgrounds. Global expansion offers significant opportunities, yet it also presents challenges, particularly when addressing consumer preferences shaped by cultural, social, and environmental factors. Culture is not merely a backdrop to economic activity; it fundamentally shapes how individuals perceive products, interact with brands, and make purchasing decisions. Consumer behaviour research has traditionally focused on individual preferences and rational decision-making. However, in many cultures, particularly those with collectivist orientations, decisions are embedded in social contexts, influenced by group norms, family expectations, and broader societal values. Understanding these cultural dynamics is critical for international marketing success, especially when it increasingly transcends geographic boundaries. The influence of culture on consumer behaviour focuses on four key dimensions: cultural values (via Hofstede's framework), language and communication, trust and security, and social influence. It further explores the implications of cross-cultural marketing for businesses seeking to engage diverse consumer segments effectively.

Hofstede's cultural dimensions provide a widely accepted framework for understanding how culture shapes behaviour in a commercial context. Among the six dimensions – individualism-collectivism, power distance, uncertainty avoidance, masculinity-femininity, long-term orientation, and indulgence-restraint – the first three have been shown to particularly influence consumer behaviour in a globalizing marketing landscape. Individualism and collectivism distinguish cultures based on the importance placed on personal goals versus group goals. In individualistic cultures, such as the United States and Western Europe, consumers tend to prioritize personal preferences, autonomy, and self-expression. Online shopping in these contexts often reflects personal choices, with consumers emphasizing convenience, variety, and tailored recommendations. Conversely, in collectivist cultures, such as China, India, and many Latin American countries, consumer decisions are strongly influenced by social norms, family expectations, and community approval. For example, in collectivist societies, product recommendations from family or community members, online reviews, and social media endorsements carry significant weight.

Power distance reflects the extent to which individuals accept hierarchical structures and authority within society. In high power distance cultures, such as Malaysia or Mexico, consumers are more likely to respond positively to brands that project authority, reliability, and social prestige. Digital businesses targeting such markets may emphasize endorsements from experts, celebrities, or respected institutions. In contrast, low power distance cultures, such as the Netherlands or Sweden, prioritize equality and transparency, favouring brands that promote openness and direct

communication. Uncertainty avoidance pertains to how cultures handle ambiguity and risk. High uncertainty avoidance cultures, such as Japan and Greece, exhibit greater sensitivity to trust, security, and product reliability. In digital businesses, like e-commerce, these consumers are likely to seek extensive product information, guarantees, and clear return policies before making purchases. Low uncertainty avoidance cultures, such as Denmark and Singapore, are more willing to experiment with new products and platforms, even with limited prior information.

Language and communication are critical in shaping consumer understanding, engagement, and trust. Businesses operating across cultural contexts must ensure that messaging is not only linguistically accurate but culturally resonant. Consumers are more receptive to e-commerce platforms and advertisements presented in their native language – localized language increases comprehension, reduces uncertainty, and enhances purchase likelihood. Beyond language, the use of cultural symbols, metaphors, and narratives can influence engagement. Colors, imagery, and phrasing carry different connotations across cultures. For instance, white represents purity in Western cultures but may symbolise mourning in some Asian contexts. E-commerce websites and digital advertisements must carefully adapt these visual and textual elements to align with cultural expectations.

High-context versus low-context communication styles also affect consumer behaviour. High-context cultures, such as Japan and Saudi Arabia, rely on implicit cues, indirect messaging, and relational context. Marketing campaigns in these markets benefit from storytelling, subtlety, and an emphasis on relationships. Low-context cultures, such as Germany or the United States, favour explicit, direct communication and clear product information. E-commerce strategies must reflect these preferences to enhance clarity and trust. Trust is a critical determinant of consumer behaviour in online environments. Cultural factors strongly influence how consumers perceive security measures and develop confidence in e-commerce platforms. In individualistic cultures, trust is often based on rational evaluation, transparency, and verification of information. Consumers in these contexts are likely to scrutinize privacy policies, read detailed reviews, and verify seller credentials. In collectivist cultures, trust is relational, rooted in recommendations from peers, family, or social networks. E-commerce businesses can leverage this by highlighting social proof, user testimonials, and endorsements from trusted community members.

Uncertainty avoidance further shapes expectations for security. High uncertainty avoidance cultures demand robust security protocols, clear return policies, and guarantees to reduce perceived risks. For example, European Union consumers often expect GDPR-compliant privacy measures and secure payment gateways, while Japanese consumers favour platforms offering cash-

on-delivery options and extensive product warranties. Tailoring security and trust-building measures to cultural expectations is essential for enhancing customer confidence and purchase intention. Social influence is particularly salient in collectivist cultures, where individuals rely on the opinions, behaviours, and experiences of others to guide decisions. Online reviews, influencer endorsements, social media interactions, and word-of-mouth recommendations play a critical role in shaping consumer behaviour. For instance, in China, the success of platforms like Taobao and Xiaohongshu is partly attributable to integrated social features, including user-generated content, live-streaming product demonstrations, and peer reviews. Similarly, Latin American consumers increasingly rely on WhatsApp groups and social networks to discuss products and share shopping experiences. In individualistic cultures, while social influence is still relevant, personal preferences and individual evaluation remain more central in decision-making.

Cross-cultural marketing involves adapting strategies to resonate with consumers in different cultural contexts. Successful international marketing requires more than translation; it necessitates deep cultural understanding and strategic adaptation across product design, messaging, branding, and customer service. Cultural sensitivity entails awareness of local values, traditions, and consumer expectations. Market research, including surveys, focus groups, and ethnographic studies, enables businesses to identify preferences, pain points, and cultural nuances. For example, McDonald's adapts its menus to local tastes worldwide, offering vegetarian options in India, halal-certified meals in Muslim-majority countries, and localised flavours in East Asia. Product offerings and branding should align with cultural identities and consumption patterns. In high power distance cultures, luxury and status brands are more likely to succeed, whereas in low power distance markets, brands emphasizing functionality, equality, and transparency are preferred. E-commerce platforms must also adapt interface designs, payment options, and loyalty programs to match cultural expectations and consumer behaviour patterns.

The concept of the consumer journey – pre-purchase activities, purchase decisions, and post-purchase commitment – is also culturally mediated. In individualistic cultures, consumers may follow a linear, rational decision-making process, emphasising personal evaluation of price, quality, and convenience. In collectivist cultures, the journey is more socially embedded, shaped by holistic thinking, normative influence, and relational context. For example, in collectivist markets, consumers may delay purchase decisions to seek peer approval or consult family members, whereas in individualistic contexts, rapid, autonomous decision-making is more common. Understanding these culturally distinct pathways allows businesses to design

more effective e-commerce experiences, from personalized recommendations to post-purchase engagement strategies.

Culture exerts a profound influence on consumer behaviour in international markets. Hofstede's cultural dimensions provide valuable insights into individualism-collectivism, power distance, and uncertainty avoidance, shaping attitudes toward product choice, trust, and social influence. Language, communication styles, and the use of cultural symbols further enhance consumer understanding and engagement. Trust and security considerations must align with cultural expectations to reduce perceived risks and build confidence. Social influence, particularly in collectivist contexts, plays a critical role in decision-making, emphasising the need for social proof and community-oriented marketing strategies. Cross-cultural marketing strategies, grounded in cultural sensitivity and local market research, allow businesses to navigate these differences effectively. By adapting product offerings, messaging, branding, and user experiences, companies can meet the unique needs of diverse consumer segments, fostering engagement, satisfaction, and loyalty. The consumer journey itself is culturally mediated, highlighting the importance of understanding culturally specific pathways from awareness to post-purchase commitment.

In conclusion, culture is one of the central determinants of consumer behaviour, influencing preferences, decision-making, and brand engagement in profound ways. The success of international marketing depends on a nuanced understanding of cultural factors, including values, communication styles, trust perceptions, and social influence. By integrating cultural insights into strategy design, businesses can tailor their offerings, messaging, and digital experiences to resonate with diverse audiences. The one-size-fits-all marketing approach is insufficient in global contexts. Instead, businesses must adopt culturally informed strategies that reflect the values, norms, and expectations of each target market. Through culturally sensitive approaches, businesses can enhance engagement, foster loyalty, and achieve sustainable success across international markets. Although many environments share global similarities, consumer behaviour varies across cultures. Individuals' perceptions, motivations, and decision-making processes are deeply shaped by cultural factors. Culture affects the values consumers prioritize (Hofstede, 1984), the objectives they strive to achieve (Markus & Kitayama, 1991), and the ways in which they interpret, organize, and reason about their surroundings (Nisbett, 2010).

### **Digital platforms as a tool to leverage cultural factors**

Undoubtedly, digital communication channels serve as the main medium between brands and consumers in today's markets. Hence, when developing culturally aware marketing strategies, the primary focus must be

directed toward these platforms. The Internet offers businesses unparalleled opportunities to implement brand image strategies and serves as the most effective means of exchanging information with clients (Rosokhata et al., 2020). Large corporations, particularly in developed countries, demonstrate greater adaptability and readiness to integrate digital marketing tools into modern business realities (Riabova et al., 2022). Consequently, a company's ability to navigate culturally sensitive markets and attain marketing success is influenced by multiple factors, including its size, reputation, and historical background.

Ensuring consistent communication across online channels, such as websites and social media, is crucial for brands in their pursuit of recognition (Rashkova et al., 2024). A strong online presence enables brands to establish localized marketing policies tailored to culturally specific audiences. If successful, the opportunity to maintain continuous communication with target audiences may lead to a high level of consumer loyalty, increased awareness, a positive reputation, high CLV (Customer lifetime value), and other marketing benefits. As for the challenges, unpredictability is one of the primary threats that brands may face, particularly given the rapid spread of information across online platforms. It is unrestricted by time or geography. Eventually, describing customer behavior in the decision-making process is becoming progressively more challenging (Bílková, 2021). Thus, digital platforms serve not only as tools for implementing marketing policies but also introduce potential complications, especially regarding culturally sensitive issues. Due to these complications, a brand is a highly fragile asset for businesses within the Web 2.0 environment.

It is noteworthy that one of the most important characteristics of a society is whether it is collectivist or individualistic. A consumer's mindset and behavioral traits are greatly influenced by this factor. For instance, it is essential to determine whether certain branding campaigns in Asian countries can incorporate collaborative customer engagement, whereas similar campaigns in Western markets should prioritize selective customer segmentation based on personality traits (Pfajfar et al., 2024). Brands can leverage the distinct features of Web 2.0 to reinforce an emphasis on individuality or collectivity based on a specific cultural environment. To achieve this goal, it is essential to select digital platforms that are relevant to local target audiences. Since different markets have varying preferences for online platforms, brands must establish their online presence in accordance with market demand. These platforms include social media, video portals, and messaging apps. Moreover, it is essential to modify content, creativity, and communication style based on the behavioral characteristics of the target audience.

Managing digital platforms also encompasses monitoring UGC (user-generated content) and online reviews, thereby facilitating positive e-WOM (Electronic word-of-mouth) through these channels while simultaneously considering cultural factors. A consumer's cultural background significantly influences their evaluation of a service (Mariani & Matarazzo, 2021). Positive UGC and reviews can enhance a brand's reputation and foster a stronger emotional connection with local audiences. Additionally, positive e-WOM can be generated through influencer marketing, particularly by leveraging micro-influencers within local audiences who are recognized and trusted figures. These influencers seamlessly integrate brand endorsements into their personal narratives (Leung et al., 2022). This approach is especially effective for penetrating a culturally specific market, as local influencers can introduce a new brand to their audience in alignment with local social and cultural norms.

Another online channel for maintaining communication with a local audience is search engines. Statistical trends demonstrate their widespread prevalence and effectiveness: search engines are used by 81% of internet users, and Google processes over 8.5 billion searches daily worldwide (Chaffey, 2024). Search engines assist 51% of users in discovering new companies or products (Johansen, 2025). Given the extensive global reliance on search engines, brands must strategically manage their website's search engine optimization (SEO) for local audiences. This management should focus on key criteria such as location, content, and search intent—with language remaining the most critical factor. Knowledge gaps stemming from linguistic and cultural differences across international markets can hinder effective decision-making processes (Martín et al., 2022), particularly in SEO. Language is one of the central determinants of societal mindset and, consequently, its behavior. However, it is also essential to address algorithmic bias risks in the process to avoid mistargeting or culturally inappropriate communication.

Personalization in SEO and other digital communication channels is essential for increasing conversions, with mobile devices offering significant opportunities in this regard. They have facilitated the emergence of location-based marketing, enabling businesses to provide personalized offers and messages to customers based on their real-time location (Adeniran et al., 2024). Nevertheless, personalization requires a cautious approach, particularly when applied to mobile devices, as they are a medium characterized by a high degree of localization and personalization. An excessive level of personalization, due to privacy concerns, may result in dissatisfied customers rather than increased conversions. Different audiences across various cultural environments may hold drastically different attitudes toward personalized communication. Another risk in this process is the potential misinterpretation of marketing messages by audiences from diverse cultural backgrounds.

Disregarding cultural sensitivities can lead to negative consumer backlash and rejection, significantly impacting a brand's market performance (Nwabekee et al., 2024). Ultimately, brands must determine the appropriate degree of personalization and message content based on the distinct characteristics of a local audience when utilizing mobile devices.

Every digital communication platform, including mobile devices, conveys corporate values and contributes to a brand's positioning strategy. As a result, brands achieve growth primarily by establishing a distinctive positioning and value proposition (Sharp et al., 2024). Inadequate positioning may lead to complications in public relations (PR), failed campaigns or even full-scale crises. To address these challenges, brands can utilize online reputation management (ORM) tools to monitor audience e-WOM and prevent negative consequences, particularly within social media platforms. It is the primary online platform used by consumers on a regular basis. Thus, it serves as a focal point for maintaining communication with target audiences, especially considering that the vast majority of consumers primarily access social media through mobile devices. This creates a favorable environment for establishing a brand's corporate values and positioning.

Consumers perceive WOM information as reliable, trustworthy, and credible (Aljumah et al., 2023). They actively and sensitively react to peer reviews and online evaluations, which can significantly impact a brand's reputation. Thus, one of the primary objectives of ORM for brands should be sentiment analysis among target audiences. This approach has demonstrated its effectiveness as a valuable tool for assessing public opinion and has been successfully utilized in market forecasting (Rodríguez-Ibanez et al., 2023). Consequently, integrating ORM tools into a digital marketing strategy can effectively ensure culturally informed marketing decisions.

The effective use of ORM and other digital tools in culturally informed decision-making is only possible when fully integrated with the broader digital ecosystem. An integrated approach is essential for successfully executing holistic digital marketing campaigns within a specific cultural environment. Additionally, it is crucial to recognize that societal opinions and behavioral traits are shaped by multiple factors, including local cultural dynamics and the globalizing nature of modern life. As a result, leveraging digital communication channels for localization and cultural adaptation poses a significant challenge for brands and, to some extent, a strategic dilemma: on the one hand, a brand must maintain its established corporate image; on the other hand, it must adapt to the cultural nuances of local audiences to successfully enter a market and expand its share. It requires not only cultural and regional awareness but also relies on extensive data to facilitate product adaptation. As a natural progression, informed marketing equips firms with the insights necessary to navigate international complexities (Lim et al., 2025).

Digital platforms serve as a rich source of data on consumer behavior. Consequently, comprehensive market data and advanced analytical expertise on local audiences constitute one of the most valuable assets for brands in developing culturally aware marketing strategies.

### **Strategies for culturally aware decisions**

Due to its high complexity, consumer behavior within an integrated global marketplace requires a multifaceted and comprehensive approach, particularly when making decisions involving digital communication channels. These channels are characterized by high interactivity, unpredictability, and significant risks. Nevertheless, despite its challenges, globalization can be strategically utilized to benefit brands. It creates new opportunities for information dissemination and serves as a key driver of innovation alongside digital technologies (Skare & Soriano, 2021). To successfully navigate this complex landscape, companies must account for their marketing strategies, product offerings, promotional efforts, and the environmental, cultural, and technological contexts in which they operate (Cherkaoui et al., 2024). A range of factors must be considered when developing marketing policies aimed at understanding consumer behavior shaped by cultural norms.

Audience research is one of the fundamental aspects of making culturally resonant marketing decisions. It is essential for understanding the cultural dimensions of a target audience and ensuring effective communication. Selecting an optimal entry mode for a foreign market is critical to a firm's success in international operations at both strategic and operational levels. Digitalization serves as a key enabler in this process (Katsikeas et al., 2020). To successfully achieve this objective, companies must develop a structured approach to decision-making based on data-driven insights. Digital communication platforms provide an extensive and invaluable source of consumer data, including cultural considerations. Hence, consumer research can be effectively conducted within digital channels, such as social media, blogs, mobile apps, websites, video portals, and other Web 2.0 platforms. Furthermore, digital technologies empower companies to enhance their existing product or service models by integrating intelligent systems and implementing data-driven strategies to strengthen their competitiveness (Dana et al., 2022), even within culturally specific markets. Thus, businesses aiming to operate in a culturally specific marketing environment must allocate sufficient resources, particularly toward audience research.

CRM (Customer Relationship Management) tools offer diverse opportunities for audience research. They can be regarded as a multifunctional platform that incorporates several marketing functions: communication

management, sales, PR, and, most importantly, audience research. As a powerful component of the IMC (Integrated Marketing Communications) ecosystem, these tools can be utilized as valuable data mining sources alongside other functions. In particular, companies can monitor and analyze the cultural and social characteristics of local consumers while using CRM tools. Data derived from this digital channel can be applied to a diverse array of marketing initiatives, encompassing product development and modification, advertising, public relations, and the localization and adaptation of marketing strategies.

Properly executed market-specific tailoring, grounded in comprehensive audience research, can ensure the successful implementation of all aspects of marketing policy and enhance competitiveness within a specific cultural environment. These complementary strategies (localization and adaptation) enable companies to tailor their digital presence to align with the distinct preferences, behaviors, and cultural nuances of various regions and demographic groups (Okonkwo et al., 2023). To achieve this, companies require an in-depth analysis of the local audience across all components of the marketing mix – the 5Ps: product development, pricing strategies, place selection, audience characteristics, and promotional approaches. The latter is particularly significant, as it represents the dimension where new customers may begin their purchase journey. Hence, the promotion aspect within the 5P contextual modification process remains one of the most critical considerations. In this context, it is essential to incorporate local beliefs, cultural characteristics, and lifestyle preferences into advertising and other promotional strategies. Likewise, in an increasingly globalized world, striking a balance between standardization and adaptation in marketing techniques is likely to become the predominant approach (Lin et al., 2023). All aspects of communication in promotional activities must account for local factors, including language, tone of voice, slogans, and copywriting style. In this regard, cultural translation should be prioritized equally alongside linguistic translation (Chirig et al., 2023). Simultaneously, marketers must manage this process holistically, considering the broader context rather than limiting it to separate factors.

Content marketing is one of the most powerful strategies for adopting a holistic approach to culturally resonant marketing decisions. It plays a crucial role in shaping consumers' online behavior by facilitating the distribution and accessibility of digital brand content across various digital platforms (du Plessis, 2022). Its diverse objectives, multiple formats, and flexibility across various stages of the customer purchase journey make it an invaluable and adaptable channel for businesses. Brands can leverage different content marketing formats to engage with the cultural, social, and subcultural motivations of their target audiences. Furthermore, this approach can

effectively integrate the principles of permission marketing. Neglecting permission principles, particularly within a cultural context, may lead to various complications. Thus, it is essential to evaluate content marketing initiatives, along with other marketing decisions, through focus groups, identify potential shortcomings, refine the strategy, and implement it on a larger scale only after thorough assessment.

One of the primary measures to prevent and manage complications is an anti-crisis plan. It is a framework that identifies potential threats, monitors ongoing communications, engages with an existing crisis, and analyzes its consequences to inform future crisis management decisions. This is a crucial prerequisite for maintaining a brand's reputation and equity within a culturally specific audience. The widespread use of digital communication channels amplifies this necessity, as consumers can potentially inflict irrevocable damage on a brand. Consequently, an anti-crisis strategy must be regarded as a top priority in making culturally aware marketing decisions.

CSR (Corporate Social Responsibility) policy can serve as one of the effective approaches to fostering positive brand perceptions among consumers. However, its interpretation may vary across cultural contexts and over time. Thus, businesses should tailor CSR communication strategies to account for industry and company-specific factors, as well as cultural differences that shape customer attitudes toward CSR communication (Farmaki et al., 2023). PR policies, including CSR, possess significant potential to enhance brand reputation, strengthen customer loyalty, and drive sustainable development dynamics in the long run.

In line with the aforementioned factors, modern technological advancements serve as powerful tools for managing nuanced market engagement. Emerging solutions such as XR (Extended Reality) have the potential to leverage their visual and cognitive capabilities for product promotion, enhancing customer service, and managing the sales promotion process. These technologies can also be integrated with electronic commerce and are designed to encourage omnichannel engagement (Wagner & Cozmiuc, 2022). The broad range of applications of VR (Virtual Reality), AR (Augmented Reality), and MR (Mixed Reality) offers opportunities to enhance cultural emphasis in marketing activities. However, it is imperative to assess the compatibility of these technologies with the cultural, social, and habitual characteristics of the local audience.

Additionally, Artificial Intelligence (AI) tools can be applied across numerous marketing functions. These include operational tasks like CRM automation and chatbots, as well as analytical processes such as data analytics, audience segmentation, and predictive analysis. It is equally important to recognize that AI's ethical dimensions extend beyond technology to encompass broader sociological, psychological, and cultural implications

(Kumar et al., 2024). This process must be conducted under the supervision of marketers to prevent culturally inappropriate outcomes that could lead to significant complications.

To mitigate such complications, precise segmentation serves as an essential prerequisite, enabling brands to target specific audience types within a given cultural environment. Furthermore, digital technologies possess the capability to generate highly relevant audience segments. The internet has advanced the concept that brands can cultivate consumer communities centered around websites. These communities consist of individuals who share a common interest in a particular brand and contribute to the formation of a parallel subculture (De Mooij, 2021). Moreover, it is crucial to recognize that consistency remains a fundamental requirement for effective segmentation and other marketing management strategies in an increasingly globalized and digitalized world.

Evaluating the outcomes of marketing activities based on collected data is an integral component of strategic planning within a specific cultural environment. Amid globalization, digitization, e-commerce, artificial intelligence, machine learning (ML), and cloud computing, data science and big data have emerged as dominant and influential fields (Baqai & Qureshi, 2020). They play a crucial role in informing future marketing decisions and ensuring brand development consistency. The workflow of planning data collection, processing, and analysis also requires consideration of specific metrics and KPIs (Key Performance Indicators) that can be used to analyze an audience, including its cultural characteristics. For instance, audience growth rate, customer satisfaction score (CSAT), net promoter score (NPS), social share of voice (SSOV), and social sentiment serve as key indicators. Effectively utilizing these metrics necessitates advanced data analytics tools, ORM policy, and skilled human resources.

## **Conclusions**

Referring to the study objective and research questions, several key conclusive remarks can be drawn from the research conducted. One of the crucial principles in today's highly digitalized and globalizing marketing environment is the ability to adapt and localize marketing strategies for culturally specific markets. Digital platforms represent the most powerful tools in achieving this goal. It is equally important to remain responsive to emerging trends and challenges. To accomplish these objectives, systematic market research is required on a continuous basis. This principle holds true not only for global brands but also for local businesses. Even domestic companies must consider globalization aspects in consumer behavior and implement corresponding policies in their digital communication channels. Otherwise,

they may encounter difficulties in achieving competitiveness or even face severe repercussions.

Another important point to consider is that globalization and the widespread use of digital platforms do not necessarily lead to the homogenization of consumer behavior across different markets. Conversely, to some extent, they may contribute to the reinforcement of local cultural, subcultural, and social norms. As a result, brands must employ a range of digital tools to monitor consumer behavior patterns in light of cultural considerations. Social media, with its highly diverse platforms, remains the most important digital medium in this regard. Hence, brands should adopt methodologies such as ORM to evaluate UGC, online reviews, and eWOM across social media and other Web 2.0 platforms. This constitutes an integral element of a comprehensive data analytics strategy.

Constant data collection and its accurate analysis represent one of the most essential prerequisites for culturally resonant marketing decisions. Therefore, brands must allocate substantial resources to data analytics strategies and tools to maintain competitiveness. Furthermore, it is critical to employ advanced technologies and methodologies in data acquisition and processing. AI tools can substantially enhance analytical capabilities. They enable brands to improve the effectiveness of culturally sensitive marketing decisions.

Last but not least, managing marketing communications through digital channels in culturally specific markets necessitates a multifaceted approach. Every marketing activity should integrate cultural nuances. Core initiatives—including advertising, sales, and PR—must be cohesively aligned with CSR, CRM, and content marketing. This alignment should function within a holistic strategy that fundamentally accounts for cultural norms. Ultimately, brands can strengthen their accuracy and effectiveness in culturally aware marketing decisions to shape modern consumer behavior.

### **AI Usage Statement**

During the preparation of this manuscript (Exploring the influence of cultural norms on consumer behavior in a globalizing and digitalized marketing environment), the authors used Gemini, ChatGPT (OpenAI, GPT-4 version) to assist with language editing, clarity improvement, and formatting suggestions. The AI tool was used exclusively to enhance readability and linguistic quality. The authors carefully reviewed, revised, and verified all AI-assisted outputs to ensure accuracy, originality, and compliance with journal standards. The AI tool did not contribute to the study design, data collection, data analysis, interpretation of results, or formulation of conclusions. All intellectual content, interpretations, and final decisions remain the sole responsibility of the authors.

**Conflict of Interest:** The authors reported no conflict of interest.

**Data Availability:** All data are included in the content of the paper.

**Funding Statement:** The authors did not obtain any funding for this research.

### References:

1. Adeniran, I. A., Efunniyi, C. P., Osundare, O. S., & Abhulimen, A. O. (2024). Transforming marketing strategies with data analytics: A study on customer behavior and personalization. *International Journal of Management & Entrepreneurship Research*, 6(8), 41-51. <https://doi.org/10.56781/ijret.2024.4.1.0022>
2. Aljumah, A., Nuseir, M., & Refae, G. (2023). Examining the effect of social media interaction, E-WOM, and public relations: Assessing the mediating role of brand awareness. *International Journal of Data and Network Science*, 7(1), 467-476. <https://doi.org/10.5267/j.ijdns.2022.8.012>
3. Arnould, E. J., & Thompson, C. J. (2005). Consumer culture theory (CCT): Twenty years of research. *Journal of consumer research*, 31(4), 868-882. <https://doi.org/10.1086/426626>
4. Babenko, V., Kulczyk, Z., Perevosova, I., Syniavska, O., & Davydova, O. (2019). Factors of the development of international e-commerce under the conditions of globalization. In *SHS Web of Conferences* (Vol. 65, p. 04016). EDP Sciences. <https://doi.org/10.1051/shsconf/20196504016>
5. Baqai, S., & Qureshi, J. A. (2020). Data as competitive weapon in the digital globalization era: An empirical inquiry on marketing analytics using multivariate analysis. *Studies of Applied Economics*, 38(3). <https://doi.org/10.25115/eea.v38i3.3368>
6. Bílková, R. (2021). Digital marketing communication in the age of globalization. In *SHS Web of Conferences - The 21<sup>st</sup> International Scientific Conference Globalization and its Socio-Economic Consequences 2021* (Vol. 129, p. 06002). EDP Sciences. <https://doi.org/10.1051/shsconf/202112906002>
7. Castells, M. (2010). *The Rise of the Network Society*. Wiley-Blackwell; A John Wiley & Sons, Ltd., Publication.
8. Chaffey, D. (2024). Search engine marketing statistics 2024. *Smart Insights*. Available at: <https://www.smartinsights.com/search-engine-marketing/search-engine-statistics/>
9. Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing: strategy, implementation and practice*. Pearson UK.

10. Cherkaoui, N., El Handri, K., El Hassani, Y., Errafyg, A., & Medard, D. Y. T. (2024). Consumer Behaviour: Analysing Marketing Campaigns through Recommender Systems and Statistical Techniques. *Marketing and Management of Innovations*, 15(3), 1-12. <https://doi.org/10.21272/mmi.2024.3-01>
11. Chirig, A., Bouziane, K., & Zakhir, M. (2023). Navigating cultural transitions: A comparative analysis of translated advertisements through localization. *POLISSEMA–Revista de Letras do ISCAP*, (23), 115-134. <https://doi.org/10.34630/polissema.v1i23.5230>
12. Cialdini, R. B. (2007). *Influence: The psychology of persuasion*. New York: Collins.
13. Colbert, F., & Courchesne, A. (2012). Critical issues in the marketing of cultural goods: The decisive influence of cultural transmission. *City, Culture and Society*, 3(4), 275-280. <https://doi.org/10.1016/j.ccs.2012.11.006>
14. Copuš, L., & Čarnogurský, K. (2017). Intercultural marketing: Culture and its influence on the efficiency of Facebook marketing communication. *Management & Marketing*, 12(2), 189-207. <https://doi.org/10.1515/mmcks-2017-0012>
15. Dana, L. P., Salamzadeh, A., Mortazavi, S., & Hadizadeh, M. (2022). Investigating the impact of international markets and new digital technologies on business innovation in emerging markets. *Sustainability*, 14(2), 983. <https://doi.org/10.3390/su14020983>
16. De Mooij, M. (2019). *Consumer behavior and culture: Consequences for global marketing and advertising*. Sage publications.
17. De Mooij, M. (2021). *Global marketing and advertising: Understanding cultural paradoxes*. SAGE Publications, Inc. USA.
18. du Plessis, C. (2022). A scoping review of the effect of content marketing on online consumer behavior. *Sage Open*, 12(2), 21582440221093042. <https://doi.org/10.1177/21582440221093042>
19. Farmaki, A., Hadjielias, E., Olya, H., Taheri, B., & Hadjielia Drotarova, M. (2023). CSR communication and international marketing: Insights from the COVID-19 pandemic. *International Marketing Review*, 40(5), 1071-1111. <https://doi.org/10.1108/imr-12-2021-0375>
20. Hartman, L. P., DesJardins, J., & MacDonald, C. (2014). *Business ethics: Decision making for personal integrity and social responsibility*. McGraw-Hill.
21. Hermeking, M. (2005). Culture and Internet consumption: Contributions from cross-cultural marketing and advertising research. *Journal of computer-mediated communication*, 11(1), 192-216. <https://doi.org/10.1111/j.1083-6101.2006.tb00310.x>

22. Hofstede, G. (1984). *Culture's consequences: International differences in work-related values*. SAGE
23. Hofstede, G. (2001). *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations*. 2nd ed., Sage, Thousand Oaks, CA, USA.
24. House, R.J., Hanges, P.J., Javidan, M., Dorfman, P., & Gupta, V. (2004). *GLOBE Cultures, Leadership, and Organizations: GLOBE Study of 62 Societies*. Sage, Newberry Park, CA, USA.
25. Johansen, K. (2025). Need-to-Know Search Engine Facts & Statistics for 2025. *seo.com*. Available at: <https://www.seo.com/blog/search-engine-statistics/>
26. Katsikeas, C., Leonidou, L., & Zeriti, A. (2020). Revisiting international marketing strategy in a digital era: Opportunities, challenges, and research directions. *International Marketing Review*, 37(3), 405-424. <https://doi.org/10.1108/IMR-02-2019-0080>
27. Kotler, P., Kartajaya, H., & Setiawan, I. (2017). *Marketing 4.0: Moving from Traditional to Digital*. John Wiley & Sons Inc., Hoboken, New Jersey, USA.
28. Kumar, V., Ashraf, A. R., & Nadeem, W. (2024). AI-powered marketing: What, where, and how? *International Journal of Information Management*, 77, 102783. <https://doi.org/10.1016/j.ijinfomgt.2024.102783>
29. Leung, F. F., Gu, F. F., & Palmatier, R. W. (2022). Online influencer marketing. *Journal of the Academy of Marketing Science*, 50(2), 226-251. <https://doi.org/10.1007/s11747-021-00829-4>
30. Lewis, R. D. (2006). *When cultures collide: Leading across cultures*. Nicholas Brealey International.
31. Lim, W. M., Sethuraman, R., Kathuria, S., & Manrai, A. K. (2025). Guidelines for Data Collection and Analysis: Considerations for Informed Marketing in a Globalized World. *Journal of Global Marketing*, 38(2), 1-10. <https://doi.org/10.1080/08911762.2025.2460278>
32. Lin, Q., Xiaoyu, L., & Jianqiang, Z. (2023). Global marketing standards and local adaptation: an analysis of the literature. *International Journal of Management and Human Science (IJMHS)*, 7(2), 44-57. <https://ejournal.lucp.net/index.php/ijmhs/article/view/2196>
33. Mariani, M. M., & Matarazzo, M. (2021). Does cultural distance affect online review ratings? Measuring international customers' satisfaction with services leveraging digital platforms and big data. *Journal of Management and Governance*, 25(4), 1057-1078. <https://doi.org/10.1007/s10997-020-09531-z>

34. Markus, H. R., & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion, and motivation. *Psychological Review*, 98(2), 224-253. <https://doi.org/10.1037/0033-295X.98.2.224>
35. Martín, O. M., Chetty, S., & Bai, W. (2022). Foreign market entry knowledge and international performance: The mediating role of international market selection and network capability. *Journal of World Business*, 57(2), 101266. <https://doi.org/10.1016/j.jwb.2021.101266>
36. Nisbett, R. E. (2010). *The geography of thought: How Asians and Westerners think differently...and why*. Simon and Schuster.
37. Nwabekee, U. S., Abdul-Azeez, O. Y., Agu, E. E., & Ijomah, T. I. (2024). Brand management and market expansion in emerging economies: A comparative analysis. *International Journal of Management & Entrepreneurship Research*, 6(9), 2913-2939. <https://doi.org/10.51594/ijmer.v6i9.1531>
38. Okonkwo, I., Mujinga, J., Namkoisse, E., & Francisco, A. (2023). Localization and global marketing: Adapting digital strategies for diverse audiences. *Journal of Digital Marketing and Communication*, 3(2), 66-80. <https://doi.org/10.53623/jdmc.v3i2.311>
39. Pfajfar, G., Mitreğa, M., & Shoham, A. (2024). Systematic review of international marketing capabilities in dynamic capabilities view—calibrating research on international dynamic marketing capabilities. *International Marketing Review*, 41(1), 237-272. <https://doi.org/10.1108/IMR-12-2022-0276>
40. Pieterse, J. N. (2019). *Globalization and culture: Global mélange*. Rowman & Littlefield.
41. Rashkova, Y., Moi, L., Marku, E., & Cabiddu, F. (2024). Online integrated marketing communication strategies of international brands: standardization vs. adaptation approaches. *Journal of Marketing Communications*, 30(7), 810-833. <https://doi.org/10.1080/13527266.2023.2177710>
42. Riabova, T., Riabov, I., Vovchanska, O., Li, T., & Saienko, V. (2022). Peculiarities of digital marketing in the era of globalization: an analysis of the challenges. *Financial & Credit Activity: Problems of Theory & Practice*, 6(47), 160-171. <https://doi.org/10.55643/fcaptp.6.47.2022.3940>
43. Robertson, R. (1995). Glocalization: Time-Space and Homogeneity-Heterogeneity. In *Global Modernities* (pp. 25-44). SAGE Publications Ltd. <https://doi.org/10.4135/9781446250563.n2>
44. Rodríguez-Ibáñez, M., Casánez-Ventura, A., Castejón-Mateos, F., & Cuenca-Jiménez, P. M. (2023). A review on sentiment analysis from

- social media platforms. *Expert Systems with Applications*, 223, 119862. <https://doi.org/10.1016/j.eswa.2023.119862>
45. Rosokhata, A. S., Rybina, O. I., Derykolenko, A. O., & Makerska, V. (2020). Improving the classification of digital marketing tools for the industrial goods promotion in the globalization context. *Research in World Economy*, 11(4), 42-52. <https://doi.org/10.5430/rwe.v11n4p42>
46. Craig, C.S., & Douglas, S. P. (2001). Conducting international marketing research in the twenty-first century. *International Marketing Review*, 18(1), 80-90. <https://doi.org/10.1108/02651330110398413>
47. Schiffman, L. G., & Kanuk, L. L. (2009). *Consumer Behavior*. Pearson Education. Inc., Upper Saddle River, New Jersey.
48. Sharp, B., Dawes, J., & Victory, K. (2024). The market-based assets theory of brand competition. *Journal of Retailing and Consumer Services*, 76, 103566. <https://doi.org/10.1016/j.jretconser.2023.103566>
49. Skare, M., & Soriano, D. R. (2021). How globalization is changing digital technology adoption: An international perspective. *Journal of Innovation & Knowledge*, 6(4), 222-233. <https://doi.org/10.1016/j.jik.2021.04.001>
50. Soares, A. M., Farhangmehr, M., & Shoham, A. (2007). Hofstede's dimensions of culture in international marketing studies. *Journal of business research*, 60(3), 277-284. <https://doi.org/10.1016/j.jbusres.2006.10.018>
51. Song, R., Moon, S., Chen, H., & Houston, M. B. (2017). When marketing strategy meets culture: the role of culture in product evaluations. *Journal of the Academy of Marketing Science*, 46, 384-402. <https://doi.org/10.1007/s11747-017-0525-x>
52. Steenkamp, J. B. E. (2019). Global versus local consumer culture: Theory, measurement, and future research directions. *Journal of International Marketing*, 27(1), 1-19. <https://doi.org/10.1177/1069031X18811289>
53. Trompenaars, F., & Hampden-Turner, C. (2011). *Riding the waves of culture: Understanding diversity in global business*. Nicholas Brealey International.
54. Wagner, R., & Cozmiuc, D. (2022). Extended reality in marketing – a multiple case study on internet of things platforms. *Information*, 13(6), 278. <https://doi.org/10.3390/info13060278>
55. Wellman, B. (2001). Physical place and cyberplace: The rise of personalized networking. *International journal of urban and regional research*, 25(2), 227-252. <https://doi.org/10.1111/1468-2427.00309>

56. Yaprak, A. (2008). Culture study in international marketing: a critical review and suggestions for future research. *International Marketing Review*, 25(2), 215-229. <https://doi.org/10.1108/02651330810866290>
57. Żemojtel-Piotrowska, M., & Piotrowski, J. (2023). Hofstede's cultural dimensions theory. In *Encyclopedia of sexual psychology and behavior* (pp. 1-4). Cham: Springer International Publishing. [https://doi.org/10.1007/978-3-031-08956-5\\_1124-1](https://doi.org/10.1007/978-3-031-08956-5_1124-1)