

The Impact of Cultural Dimensions and Cultural Adaptations on Marketing Performance of Global Firm

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ABSTRACT

This conceptual paper investigates the impact of cultural dimensions and cultural adaptations on the marketing performance of global firms. In addition, the study proposes testable hypotheses and discusses potential measurement approaches for cultural dimensions and marketing performance. It also highlights the standardisation versus adaptation dilemma, offering implications for balancing global brand identity with local cultural sensitivity. This research highlights how cultural factors, such as values, norms, and beliefs, can influence consumer preferences and purchasing decisions. Cultural dimensions in marketing are used to gain a deeper understanding of how cultural factors influence the way people think, act, and interact within a community. In addition to this, cultural adaptation also indicates that brand awareness, brand loyalty, consumer engagement, and overall marketing performance can be enhanced if firms adjust their marketing strategies, approaches, and plans to accommodate the cultural adaptations in specific regions. All these crucial elements are essential when engaging with a variety of competitors in the global markets. This research underscores the significance of understanding cultural dimensions and cultural adaptations in enhancing marketing effectiveness and ensuring a firm's success in international markets.

Keywords: cultural dimensions, cultural adaptations, marketing performance, consumer behaviour, international marketing strategies, global firms.

INTRODUCTION

In contemporary times, it is no longer feasible for firms to disregard cultural differences in international marketing. Cultural factors significantly influence decision-making processes and consumer preferences. Global marketers must be aware of these factors and put effort into refining their approaches to deliver products or services to consumers in a manner that is appropriate. A company that is arrogant and does not want to take into account the cultural dimensions and cultural adaptations will only lose from its actions. (Dr.Abhilasha Raj,Daksh Gupta, 2023).

Furthermore, businesses must first choose which region they will expand into, how to enter the region, and what type of products or services can be offered to the region's market before they can actually take the next steps. It has been discovered that cultural differences and variations can significantly impact businesses when firms expand into global markets, in both positive and negative ways (Ya Gao, 2023). When an organisation chooses to advertise its products or services outside of its own market, it is indirectly involved in international marketing (Sunday Ewah & Joseph E. Osang, 2018). Moreover, internationally, many businesses are expanding their marketing and production operations beyond their region to enhance the firm's overall performance.

International marketing strategies are crucial for global firms to expand into new markets across borders and reach consumers beyond their region. Nevertheless, it is imperative to employ these techniques with cultural variations in mind. Leadership styles in organisations vary across different parts of the world, depending on the individual's cultural background, preferences, or religion, as discussed in the literature. That is why it is essential for managers working in international marketing to closely consider the cultural trends of their audience when creating marketing plans (Momos, L. J., & Tsuma, E., 2020).

To summarise, marketers should ensure that the strategies for their marketing materials are correctly applied for their target audiences. The differences in every culture also impact consumer behaviour. For example, some societies may be more price sensitive while others emphasise brand loyalty. Another example is Asian consumers, on the other hand, who may demonstrate increased reliance on group socialisation and preferences. Different cultural backgrounds affect approaches to marketing and advertising. For example, using humour can be acceptable in some cultures, while avoiding humour is the norm in others. While some countries find celebrity representation suitable, others disapprove of it. Influencing

people through local leaders and influencers is more feasible (Dr Abhilasha Raj, Daksh Gupta, 2023). Due to the merging of consumer wants and needs at a global level, the globalisation of markets has been enabled, and also competition for worldwide resources and customers. In every country, companies are now transferring their operational activities, including marketing and production, to expand into other parts of the world. Businesses seek global marketing approaches to penetrate new geographical areas, but these approaches must also consider cultural diversity (Williams, Kwasi Peprah, Evans, O. N. D. Ocansey, & Emmanuel Kofi Mintah, 2021). However, limited research has discussed how cultural dimensions and marketing performance can be operationalised in practice, or how firms can strategically balance standardizations with cultural adaptation. This paper contributes by (1) developing a conceptual framework with testable hypotheses, (2) addressing measurement challenges, and (3) providing managerial insights with practical cases.

Problem Statement

No.	Author and Year	Country	Methodology	Results and Future Recommendations
1	Dr. Abhilasha Raj, Daksh Gupta, 2023	India	Analyze consumer behavior	For the businesses to understand the culture, values and the attitudes of their potential market, it is essential to perform thorough research, which may include scout groups, questionnaires and interviews with the consumers in the given geographic region.
2	Aris Wuryantini, 2024	Indonesia	Systematic literature review	Global marketing techniques are greatly influenced by cultural differences. Therefore, companies should develop culturally sensitive tactics and strategies, such as tailor-made campaigns and engagement with local specialists, to foster customer loyalty and trust.
3	Ashima Garg, 2023	India	Systematic literature review	Cultural differences have a large impact on the marketing effectiveness and hence the need for organizations to modify and change their strategies according to local customs. Localized products, cultural partnerships, and personalized communication are all the key to enhance client loyalty, trust, and business success.
4	Nathaniel Roffman, 2023	Ohio	Case study	Localized marketing strategies tend to have a greater success in boosting sales and consumer involvement, since they carry an affinity to local cultures. They must therefore combine cultural adaptation with a unified global corporate identity in order to get the best results.

Urgency to conduct study

To successfully deal with diverse customer bases when entering global markets, organizations must understand the various cultural differences in international marketing. It is essential to understand the cultural variables that affect international marketing to avoid errors arising from the misinterpretation of cultural norms, especially because such mistakes often come with a disproportionate price that is far higher than the actual cost. Enterprises that ignore these differences risk losing sales and damaging their brand image and reputation. Even as cultural trends change, marketing strategies must be regularly reviewed and updated to remain relevant and acceptable to local customers. This is particularly important for building strong relationships in markets where interpersonal connections are highly valued (Raj & Gupta, 2023).

Furthermore, companies are required to make efforts within their borders to navigate various cultures when connecting with customers; therefore, research into the effects of those cultural variations on international marketing strategies must be conducted. Understanding the cultural elements that are considered is essential, as cultural characteristics, values, social norms, consumer habits, and cultural symbols greatly influence consumer behaviour and preferences, thereby affecting the admissibility and development of proposed marketing strategies. To improve brand acceptance and customer loyalty, a comprehensive marketing strategy that thrives in balancing local relevance and worldwide branding is, therefore, introduced, and various research is done to assist firms in developing flexible strategies; this must be possible through the fulfillment of local cultural norms and living up to the demands through cultural insights provided with a competitive advantage in global markets (Wuryanti, 2024).

Research objectives

Research Objective 1:

To analyse the impact of cultural dimensions on the marketing performance of global firms.

Research Objective 2:

To examine how cultural adaptations influence marketing performance in global firms.

Research questions

Research Question 1:

What are the key parts of a good international marketing strategy that can address cultural dimensions effectively?

Research Question 2:

How do cultural adaptations influence consumer behavior and consumer preferences in the global market?

LITERATURE REVIEW

Overview of international marketing strategies

The scope of international marketing embraces global promotional and marketing of products and services across several markets, ratifying that strategies developed to target different countries are informed on cultural, social, economic, and political differences. Their effectiveness is quite influenced by variations in culture. By taking cultural dimensions and cultural adaptations into account, firms will be able respond to local traditions, social attitudes, and consumer behaviors, including communications. The marketer needs to modify their marketing according to each cultural factor in each region. The framing of such a question is obviously to probe into the adaption of need-based marketing processes. Cultural values equally shape consumer behavior, and understanding how consumers behave is important. To understand the cultural background and develop localized marketing strategies that appeal to local consumers, companies should conduct thorough market research. Ongoing vigilance to cultural trends is paramount for the timely relevance of program changes and the neglecting of these trends costs businesses a higher cost to cover on wrong advertising campaigns and messages that are delivered to consumers (Raj & Gupta, 2023).

Moreover, strategies in international marketing are vital for companies wishing to gain competitive advantage by providing improved performance in various underdeveloped and developing countries since they have to adapt to different cultural, social, and financial environments. It is well known that cultural factors include values, social norms, consumer dispositions, and cultural symbols. Knowledge of a culture can influence how marketing messages are constructed. For example, individualism or collectivism. Ads that emphasize self-independence may be more appealing to individualistic societies, whereas messages that stress community and social cohesion will be more acceptable in collectivist cultures. Furthermore, social standards define the extent

to which acceptable behavior and consumer choices are tolerated by marketers in contemporary societies. Thus, marketers must adjust their strategies to meet local standards (Wuryantini, 2024)

Organizations that are looking to grow globally perceive international marketing strategies as essential in order for them to manage several cultural clashes that may have significant effects on the performance of marketing. The cultural differences between nations such as aspects of language, beliefs, values, and social norms differ widely and could become barriers to successful marketing. Understanding such cultural differences is of utmost importance as it influences consumer attitudes, the success of advertising, and how the whole world perceives the company. Thus, pricing, product style, and advertising itself should adapt to meet local characteristics to reach the targeted audience. In addition, the research underlines that irrespective of the convergence of cultural aspects, an eclectic combination of standardization and localization techniques should be adopted by businesses. International marketing requires permanent responsiveness and modification to current cultural trends on account that International Marketing needs to be adaptable. A missed opportunity on account of an inflexible international marketing campaign could lead to business failure (Ocansey et al., 2017).

Definition of marketing performance

The definition of marketing performance is to measure the effectiveness and efficiency of any marketing plan and strategies undertaken by an organization. The effectiveness of marketing strategies is one of the important keys to the success of a company to ensure revenue growth, customer satisfaction, and brand growth. Marketing performance possesses the perception of how well the company is doing with its marketing strategies.

No.	Authors and Year	Definitions of Marketing Performance
1.	Roffman, 2023	Marketing performance measures the effectiveness of marketing strategies in achieving the goals of brand awareness, revenue growth, and sales growth.
2.	Wuryanti, 2024	Marketing performance measures that effectiveness of strategies in achieving outcomes such as brand awareness and sales growth.
3.	Williams Kwasi Peprah, Evans O. N. D. Ocansey, and Emmanuel Kofi Mintah, 2017	Globalization is a major factor that drives a business to succeed in the international market.
4.	Sung Et Al, 2019	Identify the factors influencing consumer behavior and their implications on linking cultural differences with marketing performance.
5.	ZhiYu, 2024	Find out how consumer perceptions and customs affect their willingness to buy the product-consequently, marketing effectiveness.

Definition of cultural dimensions

The cultural dimension is defined as a measurable aspect that indicates the differences in societal values and behaviors in any region of the world. Cultural dimensions are some of the considerations that influence consumer decision-making, interaction, and responses to different situations. Knowing about these cultural dimensions is an important necessity in international marketing because that can help the organization to develop strategies to keep the client, customer satisfaction, and in the limits of standards.

No.	Authors and Year	Definitions of Marketing Performance
1.	Hofstede, 2015	Cultural dimensions are frameworks that provide information on how cultural values can influence consumer behavior in different communities.
2.	Trompenaars, Hampden-Turner, 2016	Discuss cultural dimensions as the absolutely necessary core values which characterize the interaction and communication style between individuals from diverse cultural backgrounds
3.	Nathaniel Roffman, 2023	Cultural dimensions are factors that frame how cultures view marketing, in which the norms and values are essential for strategy development.
4.	Adamczyk, Marzena, 2017	Cultural dimensions refer to various characteristics of cultures that influence

		individual behavior, values, and styles of communication in business contexts across countries and cultures.
5.	Shavitt, S. & Cho, H, 2016	Cultural dimensions are the frameworks that articulate the manner in which cultural values influence consumer behavior and marketing strategies.

Relationship between marketing performance and cultural dimensions

Marketing performance is bound to the cultural dimensions. It will be necessary to take into consideration cultural values and various standards of behavior in the creation of strategies appropriate to customer expectations and requirements for optimal business performance in the global market.

No.	Author and Year	Country	Methodology	Results and Future Recommendations
1	Raj & Gupta, 2023	India	Conduct market research	Dissimilarity in cultures influences international marketing strategies in communication styles, consumer perceptions, and behaviors. It requires the companies to do extensive research on market research to satisfy local needs.
2	Aris Wuryantini, 2024	Indonesia	Comprehensive literature research	Author has quoted values, social norms, consumer habits, and cultural symbols of culture do indeed strongly impact the global marketing strategies. The companies need to better know the cultural dimensions.
3	Williams Kwasi Peprah, Evans ON.D. Ocansey, Emmanuel Kofi Mintah, 2017	Ghana	Literature review and analysis of findings	Research has shown that culture impacts marketing strategies regarding promotional strategies, product design, branding, pricing, and distribution processes. Marketing managers in international settings must prioritize gaining a clear understanding of local cultures to develop efficient marketing strategies.
4	Sunday Ewah, Ph.D, Joseph E. Osang, 2018	Nigeria	Quantitative research design	The involvement in international marketing would be a reflection of the firms' orientations in ethnocentrism, polycentrism, regiocentrism, and geocentrism. Companies should increase cross-cultural understanding in their development of effective marketing strategies tailored to diverse markets
5.	Ashima Garg, 2023	India	Literature review and analysis	Cultural differences affect the effectiveness of global marketing strategies. Marketers should carry out thorough cultural research in order for their marketing strategies to be efficient.

Definition of cultural adaptations

No.	Authors and Year	Definitions of Marketing Performance
1.	Mihaela Vlad and Sergiu Octavian Stan, 2018	Cultural adaptation is known as the process by which people or organizations modify their actions and customs and strategies to conform to any new setting or society's cultural norms and values..
2.	Marzena Adamczyk, 2017	Cultural adaptation is when an individual or organization alters its behavior, practices, and strategies to fit a different society's or environment's cultural norms and values.
3.	Nathaniel Roffman, 2023	The cultural adaptation includes marketing strategies adapted to fit specific cultural contexts in communities.
4.	Ashima Garg, 2023	Cultural adaptation is the process of adjusting marketing strategies and communication style to fit the cultural context of the target audience.

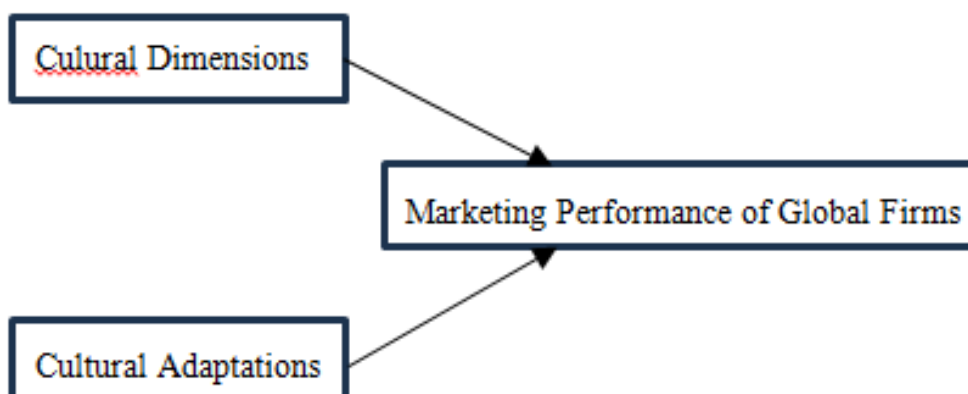
5.	Sunday Ewah, Ph.D & Joseph E. Osang, 2018	The process of adapting marketing strategies or practices to different market cultural perceptions or behaviors is often referred to as cultural adaptation, which is meant to create effective communication and gain acceptance in international marketing.
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Relationship between marketing performance and cultural adaptations

Marketing performance and cultural adaptation are interlinked as adoption of marketing strategies aligned with local cultural values and preferences hugely impacts effectiveness of the strategies. Cultural adaptation helps businesses build better connection with their target audience, improving brand awareness, customer satisfaction, and overall sales performance. Without cultural adaptation, marketing activities could easily become misaligned from local expectations, making it very unlikely for them to engage the target market and lead to a lesser performance within international markets.

No.	Author and Year	Country	Results and Future Recommendations
1	Dr. Abhilasha Raj & Daksh Gupta, 2023	India	Cultural adaptations can boost marketing performance. They enable companies to align their strategies with local cultural values, norms, and consumer behaviors, which lead to enhanced consumer engagement, improved marketing effectiveness, brand perception, and boosted sales and overall marketing success.
2	Aris Wuryantini, 2024	Indonesia	It makes room for marketing performance, as they grant companies the chance to align company activity with local cultural values, norms, and consumer behaviors which favorably lead to consumer engagement improvement and effective marketing campaigns that generate more revenue.
3	Williams Kwasi Peprah, Evans O. N. D. Ocansey, Emmanuel Kofi Mintah, 2017	Ghana	Cultural adaptations are essential for marketing performance as they allow firms to set their strategies according to local cultural values, which leads to increased consumer engagement-the final ingredient that would have contributed to improved marketing effectiveness.
4	Sunday Ewah, Ph.D & Joseph E. Osang, 2018	Nigeria	Regional cultural adaptation is critical for marketing performance because this mechanism often allows the organization to respond to any cultural differences effectively, thus allowing for creativity and innovation and more pertinent marketing strategies and finally resonating with local consumers.
5.	Mihaela Vlad & Sergiu Octavian Stan, 2018	Romania	It can allow firms to actively manage and plan for cultural differences that occur within teams. This motivates the development of creativity, encourages innovation, and leads to the crafting of marketing strategies that more likely resonate with local consumers.

Proposed Theoretical Framework



Thus, from the above-mentioned relationship, the hypothesis for this study can be derived as follows:

H1: there will be a significant relationship between cultural dimensions and marketing performance of global firms.

H2: there will be a significant relationship between cultural adaptation and marketing performance of global firms.

H3: The balance between standardisation and cultural adaptation positively influences the marketing performance of global firms.

DISCUSSION

The impact of cultural dimensions and cultural adaptation on the marketing performance of global firms is a major area of concern. Cultural adaptation presents a compelling argument for companies to tailor their marketing strategies and plans to local cultural norms and consumer behaviors. Studies indicate that comprehending cultural dimensions such as individualism and collectivism, or high and low power distance, can make marketing promotions and advertising campaigns more efficient, as it helps spread the word for brands that consider local values in formulating their product offerings (Smith & Jones, 2016). Furthering cultural adaptation fosters a better brand image and increased brand awareness, ultimately ensuring customer loyalty and trust. Additionally, consumers are more loyal to brands that demonstrate cultural sensitivity (Patel & Singh, 2021). Failing to adapt to cultural factors may therefore invoke public anger, leading to a negative reputation for the brand. (Nguyen & Tran, 2022). Additionally, digital marketing for these organisations has enabled the collection of consumer data that is beneficial for adapting products to cultural behaviour and for understanding trends and preferences in culture (Johnson & Lee, 2023). Thus, cultural understanding and adaptation should be prioritised by global firms trying to capture competitive advantage in diverse markets.

Measurement Challenges

Measuring cultural dimensions presents challenges because frameworks such as Hofstede's or Trompenaars' models may not accurately capture contemporary cultural shifts and may vary across different regions. Operationalising marketing performance is also complex, as it encompasses both financial (sales, revenue growth) and non-financial indicators (brand awareness, loyalty, consumer engagement). **Cross-country comparability, response biases, and contextual differences** pose challenges for empirical research. Future studies could employ mixed methods, such as combining surveys with case studies, to enhance validity and reliability.

CONCLUSIONS

In conclusion, cultural dimensions and cultural adaptations play a crucial role in linking marketing performance to global firms. Understanding cultural aspects and customising the marketing strategy according to the cultural differences is essential for any organisation. Increasing customer engagement, enhancing brand loyalty, and improving overall performance in global markets stem from understanding and incorporating cultural values, norms, and consumer behaviours into marketing strategies. Emphasising cultural adaptation and customisation of marketing strategies to local consumers raises the likelihood of an organisation finding success in an increasingly competitive international marketplace. Neglecting and ignoring the causes of culture in society can lead to poor marketing performance, which may disrupt the company's rating and, in turn, impact the organisation's overall performance globally.

For businesses and industries to endure and prosper in the long term within global markets, they must pay close attention to understanding cultural distinctions and incorporating those differences into their marketing strategies. The enhancement of brand perception and loyalty among consumers can be improved by prioritising cultural adaptations that involve modifying communication styles, product offerings, and promotional activities to be compatible with local values and consumer preferences. Furthermore, any brand needs to strike a balance between local relevance and global branding consistency. Businesses need to conduct extensive

market research regularly to track cultural trends and customer behavior, ensuring they remain up to date in the international marketplace. Future empirical studies should not only examine the direct impact of cultural dimensions and cultural adaptations but also explore how firms manage the **tension between global standardisations and local adaptation**. Striking the right balance ensures both global identity and local relevance, which are critical for sustainable marketing performance

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