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## Research Article

# Cross-National Fashion Marketing Strategies: A Qualitative Review of Secondary Documents

**Nilanjona Biswas<sup>1</sup>; Iffat Jahan Sumaiya<sup>1</sup>; Kazi Abdul Mannan<sup>2</sup>**

<sup>1</sup> Department of Fashion Design & Technology, <sup>2</sup>Department of Business Administration, Shanto-Mariam University of Creative Technology  
Uttara, Dhaka-1230, Bangladesh.

**Corresponding Author** Nilanjona Biswas, Email: [nilanjona6664@gmail.com](mailto:nilanjona6664@gmail.com)

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## ABSTRACT

This study examines cross-national fashion marketing strategies through a qualitative review of secondary data, including academic literature, industry reports, and case-based analyses. The research aims to identify how global fashion brands balance standardisation and adaptation while responding to cultural, technological, and institutional variations across markets. Drawing on an integrated theoretical framework that combines cultural dimensions theory, consumer culture theory, the resource-based view, institutional theory, and the globalisation-glocalisation paradigm, the study provides a multidimensional understanding of marketing practices in the global fashion industry. The findings reveal that successful brands employ hybrid strategies, maintaining core brand consistency while adapting communication, product offerings, and digital engagement to local contexts. Cultural encoding, influencer marketing, platform-specific digital strategies, and sustainability narratives emerge as critical components of effective cross-national marketing. Additionally, the study highlights the growing importance of emerging markets and the phenomenon of reverse innovation in shaping global trends. The research contributes to both theory and practice by offering an integrative perspective on cross-national fashion marketing and providing actionable insights for firms operating in diverse international environments.

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## 1. Introduction

The globalisation of the fashion industry has significantly transformed how brands design, promote, and distribute their products across national boundaries. Over the past three decades, the acceleration of international trade, digital communication technologies, and transnational cultural exchange has enabled fashion brands to operate in increasingly complex and diverse markets. As a result, cross-national fashion marketing strategies have become a critical area of inquiry within both academic research and industry practice (Djelic & Ainamo, 1999; Kawamura, 2018). These strategies involve the adaptation, standardisation, or hybridisation of marketing approaches to effectively engage consumers in different cultural, economic, and institutional contexts.

Fashion, unlike many other consumer goods sectors, is deeply embedded in symbolic meanings, identity construction, and cultural expression. Consequently, marketing strategies in this domain must navigate the tension between global brand consistency and local cultural relevance (Craik, 2009). While some global fashion brands pursue standardised branding to maintain a cohesive identity worldwide, others adopt localised strategies that reflect regional tastes, traditions, and socio-cultural norms (Okonkwo, 2007). This dichotomy has led to the emergence of the “glocalisation” paradigm, which emphasises the integration of global efficiency with local responsiveness (Robertson, 1995).

Cross-national fashion marketing is further complicated by the heterogeneity of consumer behaviour across countries. Differences in income levels, lifestyle patterns, cultural values, and media consumption habits significantly influence how fashion products are perceived and consumed (Hofstede, 2001; Solomon, 2020). For instance, collectivist societies may place greater emphasis on social conformity and group identity in fashion choices, whereas individualist cultures may prioritise self-expression and uniqueness. These variations necessitate context-sensitive marketing strategies that align with local consumer expectations while preserving the overarching brand narrative.

In addition to cultural factors, technological advancements have reshaped the global fashion marketing landscape. The proliferation of digital platforms, social media, and e-commerce has enabled brands to reach international audiences with unprecedented speed and scale (Kapferer, 2012). Digital marketing strategies, including influencer collaborations, user-generated content, and personalised advertising, have become essential tools for engaging diverse consumer segments across borders. However, the effectiveness of these strategies varies depending on regional digital infrastructure, platform preferences, and regulatory environments.

The growing importance of sustainability and ethical consumption has also influenced cross-national fashion marketing strategies. Consumers in different regions exhibit varying levels of awareness and concern regarding environmental and social issues,

prompting brands to tailor their messaging accordingly (Joy et al., 2012). For example, sustainability narratives may be more prominent in markets with higher environmental consciousness, while affordability and accessibility may take precedence in emerging economies. This highlights the need for nuanced communication strategies that resonate with local priorities without compromising global brand values.

Despite the increasing relevance of cross-national fashion marketing, existing research remains fragmented, often focusing on specific regions, brands, or marketing channels. There is a need for a comprehensive synthesis of existing knowledge that integrates insights from diverse contexts and theoretical perspectives. A qualitative review of secondary documents offers a valuable approach to addressing this gap, as it enables the systematic analysis of existing literature, industry reports, and case studies to identify patterns, themes, and best practices (Snyder, 2019).

This study aims to provide a critical review of cross-national fashion marketing strategies by examining secondary data sources, including academic publications, market analyses, and corporate reports. The research seeks to answer the following questions: What are the strategies employed by fashion brands in cross-national marketing? How do cultural, economic, and technological factors influence these strategies? And what theoretical frameworks can be used to understand the dynamics of cross-national fashion marketing?

By addressing these questions, the study contributes to the existing body of knowledge in several ways. First, it offers a comprehensive synthesis of literature on cross-national fashion marketing, highlighting key trends and developments. Second, it provides a theoretical foundation for understanding the interplay between global and local marketing strategies in the fashion industry. Third, it offers practical insights for practitioners seeking to develop effective marketing strategies in diverse international markets.

In conclusion, the increasing globalisation of the fashion industry necessitates a deeper understanding of cross-national marketing strategies. As brands continue to expand into new markets, the ability to balance global consistency with local relevance will remain a critical determinant of success. This study, through its qualitative review of secondary documents, seeks to advance scholarly and practical understanding of this complex and dynamic field.

## 2. Literature Review

Cross-national fashion marketing refers to the strategic planning and execution of marketing activities across different countries, taking into account variations in cultural, economic, and institutional environments. It is closely related to the broader field of international marketing but possesses distinct characteristics due to the symbolic and aesthetic nature of fashion products (Easey, 2009). Fashion marketing not only promotes functional attributes but also communicates identity, status, and

lifestyle, making it highly sensitive to cultural differences.

The literature identifies two strategic orientations in cross-national marketing: standardisation and adaptation. Standardisation involves the use of uniform marketing strategies across markets to achieve economies of scale and brand consistency (Levitt, 1983). In contrast, adaptation emphasises the customisation of marketing strategies to meet local preferences and conditions (Vrontis & Thrassou, 2007). In the context of fashion, both approaches have limitations. While standardisation may overlook cultural nuances, excessive adaptation can dilute brand identity. Consequently, many scholars advocate for a hybrid approach that combines elements of both strategies.

## 2.1 Theoretical Foundations

Several theoretical frameworks have been employed to analyse cross-national fashion marketing strategies. Among the most influential is Hofstede's cultural dimensions theory, which provides a systematic way of understanding cultural differences across countries (Hofstede, 2001). Dimensions such as individualism versus collectivism, power distance, and uncertainty avoidance have been widely used to explain variations in consumer behaviour and marketing effectiveness.

Another framework is the concept of consumer culture theory, which examines how consumption practices are shaped by cultural meanings and social contexts (Arnould & Thompson, 2005). This perspective is particularly relevant to fashion,

as clothing and accessories serve as powerful symbols of identity and belonging. Consumer culture theory highlights the importance of cultural narratives, rituals, and symbols in shaping consumer responses to marketing messages.

The resource-based view (RBV) of the firm also provides insights into cross-national fashion marketing. According to this perspective, firms achieve competitive advantage by leveraging unique resources and capabilities, such as brand equity, design expertise, and supply chain efficiency (Barney, 1991). In the global fashion industry, strong brand identity and creative capabilities are critical resources that enable firms to differentiate themselves in diverse markets.

Additionally, institutional theory has been used to examine how regulatory, normative, and cognitive structures influence marketing strategies across countries (Scott, 2014). Differences in legal frameworks, industry standards, and cultural norms can significantly impact marketing practices, requiring firms to adapt their strategies accordingly.

## 2.2 Globalisation and Glocalisation in Fashion Marketing

The interplay between globalisation and localisation has been a central theme in the literature on cross-national fashion marketing. Globalisation has facilitated the spread of fashion trends across borders, leading to the emergence of global fashion cultures (Crane, 2012). At the same time, local cultures continue to play a role in

shaping consumer preferences and interpretations of fashion.

The concept of glocalisation, introduced by Robertson (1995), captures this dynamic by emphasising the coexistence of global and local influences. In practice, glocalisation involves the adaptation of global brand elements to fit local contexts. For example, international fashion brands may modify their product offerings, advertising campaigns, and retail environments to align with local tastes and cultural norms.

Empirical studies have demonstrated the effectiveness of glocalisation in enhancing brand acceptance and consumer engagement. For instance, localised marketing campaigns that incorporate culturally relevant symbols and narratives have been shown to resonate more strongly with consumers (Okonkwo, 2007). However, the extent of localisation varies depending on factors such as market maturity, competitive intensity, and brand positioning.

### **2.3 Digital Transformation and Cross-National Marketing**

The digital revolution has fundamentally transformed cross-national fashion marketing. The rise of social media platforms, online retail channels, and digital communication tools has enabled brands to interact with consumers across borders in real time (Kapferer, 2012). Digital marketing strategies, such as influencer marketing and content marketing, have become components of global fashion marketing.

Influencer marketing, in particular, has gained prominence as a means of reaching diverse audiences. Influencers often possess

localised cultural knowledge and social capital, making them effective intermediaries between global brands and local consumers (Djafarova & Rushworth, 2017). However, the selection of influencers and the design of campaigns must be carefully tailored to the cultural context to ensure authenticity and relevance.

E-commerce has also expanded the reach of fashion brands, allowing consumers to access products from around the world. However, cross-border e-commerce presents challenges related to logistics, payment systems, and regulatory compliance. These challenges require integrated marketing and operational strategies to ensure a seamless customer experience.

### **2.4 Sustainability and Ethical Considerations**

Sustainability has emerged as a concern in the global fashion industry, influencing both consumer behaviour and marketing strategies. The literature indicates that consumer attitudes toward sustainability vary significantly across countries, reflecting differences in cultural values, economic conditions, and levels of environmental awareness (Joy et al., 2012).

Fashion brands have responded by incorporating sustainability into their marketing narratives, emphasising ethical sourcing, eco-friendly materials, and corporate social responsibility. However, the effectiveness of these strategies depends on their alignment with local consumer values. In some markets, sustainability may serve as a differentiator, while in others, price and

accessibility may be more important considerations.

Critically, the literature also highlights the risk of “greenwashing,” where brands make exaggerated or misleading claims about their environmental performance. This underscores the importance of transparency and credibility in sustainability marketing.

## 2.5 Gaps in the Literature

Despite the extensive body of research on cross-national fashion marketing, several gaps remain. First, much of the existing literature is region-specific, limiting the generalizability of findings. Second, there is a lack of integrative studies that synthesise insights from multiple theoretical perspectives. Third, the rapid pace of technological change has outpaced academic research, creating a need for updated analyses of digital marketing strategies.

Furthermore, there is limited research on the role of emerging markets in shaping global fashion marketing trends. As countries in Asia, Africa, and Latin America become increasingly involved in the global economy, understanding their unique characteristics and contributions is essential.

This study addresses these gaps by providing a comprehensive qualitative review of secondary documents, integrating insights from diverse contexts and theoretical frameworks. By doing so, it aims to offer a more holistic understanding of cross-national fashion marketing strategies.

## 3. Theoretical Framework

The analysis of cross-national fashion marketing strategies requires a multi-theoretical framework that captures the complexity of global operations, cultural diversity, and market dynamics. This study adopts an integrative theoretical approach by combining cultural theory, consumer culture theory, the resource-based view (RBV), institutional theory, and the globalisation-glocalisation paradigm. Together, these frameworks provide a comprehensive lens through which the interplay between global brand strategies and local market conditions can be understood.

### 3.1 Cultural Dimensions Theory

Cultural dimensions theory, developed by Hofstede (2001), serves as a foundational framework for understanding cross-national differences in consumer behaviour and marketing effectiveness. The dimensions—such as individualism versus collectivism, power distance, uncertainty avoidance, masculinity versus femininity, and long-term orientation—offer a systematic means of analysing how cultural values shape consumption patterns.

In the context of fashion marketing, cultural dimensions influence preferences for styles, colours, modesty, and brand symbolism. For example, consumers in collectivist societies may favour fashion choices that align with social norms and group identity, whereas those in individualist cultures may prioritise uniqueness and self-expression (Solomon, 2020). Similarly, high uncertainty avoidance may lead consumers to prefer well-established brands, influencing brand

positioning strategies across markets. Thus, cultural dimensions theory provides a critical basis for explaining why standardised marketing approaches may succeed in some contexts but fail in others.

### 3.2 Consumer Culture Theory (CCT)

Consumer Culture Theory (CCT) extends the analysis by focusing on the socio-cultural processes that shape consumption practices (Arnould & Thompson, 2005). Unlike traditional economic models that emphasise rational decision-making, CCT highlights the symbolic and experiential aspects of consumption. Fashion, as a cultural product, is deeply embedded in identity construction, social signalling, and cultural narratives.

CCT is particularly relevant for cross-national fashion marketing because it underscores the importance of localised meanings and cultural interpretations. Marketing campaigns that resonate with local myths, values, and lifestyles are more likely to engage consumers effectively. For instance, the use of culturally relevant imagery, storytelling, and celebrity endorsements can enhance brand authenticity and emotional appeal. CCT also emphasises the role of consumers as active participants in meaning-making, especially in digital environments where user-generated content and social media interactions shape brand perceptions.

### 3.3 Resource-Based View (RBV)

The Resource-Based View (RBV) provides a firm-centric perspective on cross-national marketing strategies. According to Barney (1991), firms achieve sustained competitive

advantage by leveraging valuable, rare, inimitable, and non-substitutable (VRIN) resources. In the fashion industry, such resources include brand equity, creative design capabilities, supply chain efficiency, and marketing expertise.

RBV is particularly useful for understanding how global fashion brands maintain a competitive advantage across diverse markets. Strong brand identity, for example, allows firms to standardise certain elements of their marketing strategies while adapting others. Additionally, digital capabilities, such as data analytics and personalised marketing, have emerged as critical resources in the contemporary fashion landscape (Kapferer, 2012). By integrating RBV into the theoretical framework, this study highlights the importance of internal capabilities in shaping cross-national marketing strategies.

### 3.4 Institutional Theory

Institutional theory complements the above perspectives by focusing on the external environment in which firms operate. According to Scott (2014), institutions consist of regulative, normative, and cultural-cognitive elements that influence organisational behaviour. In cross-national contexts, differences in legal systems, industry standards, and cultural norms can significantly impact marketing practices.

For fashion brands, institutional factors may include advertising regulations, trade policies, labour standards, and cultural expectations regarding dress and representation. For example, marketing campaigns that are acceptable in one country may be considered inappropriate or even

prohibited in another. Institutional theory thus emphasises the need for firms to achieve legitimacy by aligning their strategies with local norms and regulations. This alignment is essential for building trust and avoiding reputational risks in international markets.

### 3.5 Globalisation and Glocalisation Paradigm

The globalisation-glocalisation paradigm provides an overarching framework that integrates the tension between global integration and local adaptation. Levitt (1983) argued for the standardisation of marketing strategies to achieve economies of scale, while subsequent scholars have emphasised the importance of local responsiveness (Vrontis & Thrassou, 2007). Robertson (1995) introduced the concept of glocalisation to describe the simultaneous presence of global and local influences.

In the fashion industry, glocalisation manifests in the adaptation of global brand elements to local contexts. For example, product designs, advertising messages, and retail experiences may be tailored to reflect local cultural preferences while maintaining a consistent brand identity. This hybrid approach allows firms to balance efficiency with relevance, making it a central concept in cross-national fashion marketing.

### 3.6 Integrated Theoretical Model

By integrating these theoretical perspectives, this study proposes a conceptual model in which cross-national fashion marketing strategies are shaped by the interaction of cultural, organisational, and institutional factors within a globalised environment. Cultural dimensions and CCT explain

consumer behaviour and meaning-making processes; RBV highlights the role of firm capabilities; institutional theory addresses external constraints and legitimacy; and the globalisation-glocalisation paradigm provides the strategic context.

This multi-theoretical framework enables a holistic analysis of cross-national fashion marketing strategies, capturing both macro-level dynamics and micro-level interactions. It also provides a robust foundation for interpreting the findings of the qualitative review of secondary data.

## 4. Methodology

This study adopts a qualitative research design based on the systematic review and analysis of secondary data. Qualitative research is particularly suitable for exploring complex phenomena such as cross-national fashion marketing, where contextual understanding and interpretive insights are essential (Creswell & Poth, 2018). By relying on secondary data sources, the study seeks to synthesise existing knowledge and identify patterns, themes, and relationships across different contexts.

A qualitative review of secondary documents allows for a comprehensive examination of a wide range of materials, including academic articles, industry reports, corporate publications, and case studies. This approach is consistent with the methodology of literature-based research, which emphasises the integration and interpretation of existing knowledge rather than the collection of primary data (Snyder, 2019).

## 4.1 Data Sources and Selection Criteria

The data for this study were collected from multiple secondary sources to ensure breadth and depth of analysis. These sources include peer-reviewed journal articles, books, industry reports, and reputable online publications related to fashion marketing and international business. Databases such as Scopus, Web of Science, and Google Scholar were used to identify relevant academic literature.

The selection of sources was guided by specific inclusion and exclusion criteria. Inclusion criteria comprised: relevance to cross-national or international fashion marketing, publication in reputable academic or industry outlets, availability in English, and publication within a timeframe that captures both foundational and contemporary perspectives. Exclusion criteria included sources with limited academic rigour, outdated information without historical significance, and materials lacking clear methodological transparency.

A purposive sampling strategy was employed to select sources that provide rich and diverse insights into the research topic. This approach ensures that the selected documents are not only relevant but also informative for addressing the research questions (Patton, 2015).

## 4.2 Data Collection Procedures

The data collection process involved systematic searching, screening, and organisation of relevant documents. Keywords such as “cross-national marketing,” “fashion marketing,” “global

branding,” “globalisation,” and “consumer culture” were used to retrieve relevant literature. The initial search yielded a large number of sources, which were then screened based on titles and abstracts.

Subsequently, full-text reviews were conducted to assess the relevance and quality of the selected documents. Relevant information from each source was extracted and organised into thematic categories, such as cultural influences, digital marketing strategies, sustainability, and localisation practices. This process facilitated the identification of recurring themes and patterns across different studies.

## 4.3 Data Analysis

The analysis of secondary data was conducted using thematic analysis, a widely used qualitative method for identifying and interpreting patterns within data (Braun & Clarke, 2006). Thematic analysis involves several steps, including data familiarisation, coding, theme development, and interpretation.

In the first stage, the researcher engaged in repeated reading of the selected documents to gain a comprehensive understanding of the content. In the second stage, relevant segments of text were coded based on their thematic significance. Codes were then grouped into broader categories to form themes that reflect key aspects of cross-national fashion marketing strategies.

The final stage involved interpreting these themes in relation to the theoretical framework outlined in Section 3. This interpretive process enabled the integration of empirical findings with theoretical

insights, providing a deeper understanding of the research problem.

#### 4.4 Validity and Reliability

Ensuring the validity and reliability of qualitative research based on secondary data presents unique challenges. To enhance validity, this study employs triangulation by using multiple data sources and perspectives (Creswell & Poth, 2018). The inclusion of both academic and industry sources helps to provide a balanced and comprehensive view of the topic.

Reliability is addressed through the systematic and transparent documentation of the research process. The use of clearly defined selection criteria, consistent coding procedures, and rigorous thematic analysis contributes to the replicability of the study. Additionally, the reliance on peer-reviewed and reputable sources enhances the credibility of the findings.

#### 4.5 Ethical Considerations

As this study is based on secondary data, it does not involve direct interaction with human participants. However, ethical considerations remain important, particularly in relation to the proper use and citation of sources. All materials used in this study are appropriately cited in accordance with APA (7th ed.) guidelines, ensuring academic integrity and respect for intellectual property.

Furthermore, care is taken to accurately represent the findings and interpretations of the original authors, avoiding misrepresentation or selective reporting (Mannan & Farhana, 2026). This

commitment to ethical research practices enhances the trustworthiness of the study.

#### 4.6 Limitations of the Methodology

While the use of secondary data offers several advantages, it also has limitations. One limitation is the reliance on existing studies, which may not fully capture current trends or emerging phenomena. Additionally, the quality of the analysis is dependent on the quality and scope of the available sources.

Another limitation is the potential for researcher bias in the interpretation of data. Although thematic analysis provides a structured approach, the identification and interpretation of themes are inherently subjective. To mitigate this limitation, the study follows a systematic and transparent analytical process.

Despite these limitations, the qualitative review of secondary documents remains a valuable method for synthesising existing knowledge and generating insights into cross-national fashion marketing strategies.

### 5. Findings & Analysis

The thematic analysis of secondary data reveals several interrelated patterns in cross-national fashion marketing strategies. These findings are organised into six themes: strategic balance between standardisation and adaptation, cultural encoding in branding and communication, digitalisation and platform-specific strategies, influencer localisation and mediated authenticity, sustainability narratives and ethical positioning, and emerging market dynamics and reverse influence. Each theme reflects the interplay of cultural, institutional, and

organisational factors within a globalised fashion ecosystem.

## 5.1 Standardisation-Adaptation Continuum

The analysis confirms that cross-national fashion marketing strategies rarely conform to purely standardised or purely localised approaches. Instead, firms operate along a continuum, selectively standardising core brand elements while adapting peripheral aspects to local contexts (Vrontis & Thrassou, 2007). Core elements typically include brand identity, logo, and overarching narrative, which are maintained to ensure global consistency and recognition (Kapferer, 2012). Peripheral elements-such as product assortment, advertising content, and retail presentation-are often adapted to reflect local cultural preferences.

For instance, luxury fashion brands tend to emphasise standardised global imagery to reinforce exclusivity and prestige, whereas fast-fashion brands demonstrate higher levels of localisation to respond to rapidly changing consumer preferences (Joy et al., 2012). This strategic differentiation suggests that the degree of adaptation is contingent upon brand positioning, target market characteristics, and competitive dynamics.

The findings also indicate that hybrid strategies are not static but evolve. As brands gain deeper insights into local markets, they refine their marketing approaches, often increasing localisation to enhance consumer engagement. Conversely, successful local innovations may be scaled globally, contributing to a dynamic feedback loop between markets.

## 5.2 Cultural Encoding in Branding and Communication

Cultural factors emerge as a central determinant of marketing effectiveness. The analysis highlights that successful cross-national campaigns incorporate culturally resonant symbols, narratives, and values. This process, referred to as cultural encoding, involves translating global brand meanings into locally meaningful expressions (Arnould & Thompson, 2005).

For example, advertising campaigns often adapt visual aesthetics, language, and storytelling techniques to align with local cultural norms. In collectivist societies, marketing messages frequently emphasise family, community, and social harmony, whereas in individualist cultures, themes of self-expression and personal achievement are more prominent (Hofstede, 2001). This alignment enhances emotional connection and perceived relevance.

However, the findings also reveal challenges associated with cultural misalignment. Instances of cultural insensitivity or misinterpretation can lead to negative consumer reactions and reputational damage. This underscores the importance of cultural intelligence and local expertise in designing marketing strategies.

Moreover, the analysis indicates that cultural encoding extends beyond communication to product design and retail experiences. For example, modest fashion lines, culturally appropriate colour palettes, and localised store layouts demonstrate how brands integrate cultural considerations into multiple aspects of their operations.

### 5.3 Digitalisation and Platform-Specific Strategies

Digital transformation has fundamentally reshaped cross-national fashion marketing. The findings indicate that brands increasingly rely on digital platforms to engage consumers across borders, leveraging social media, e-commerce, and mobile applications to create integrated marketing ecosystems (Kapferer, 2012).

A key insight is the importance of platform-specific strategies. Different regions exhibit distinct preferences for digital platforms, necessitating tailored approaches. For example, while some markets favour global platforms, others rely on region-specific networks with unique content formats and user behaviours. Consequently, brands must adapt their content, tone, and engagement strategies to align with platform characteristics.

The analysis also highlights the role of data analytics in enhancing marketing effectiveness. By leveraging consumer data, brands can personalise marketing messages, optimise product recommendations, and improve customer experiences. This capability aligns with the resource-based view, which emphasises the strategic value of data-driven capabilities (Barney, 1991).

Nevertheless, digitalisation introduces challenges related to privacy regulations, data security, and cultural differences in online behaviour. These challenges require careful management to maintain consumer trust and compliance with institutional frameworks.

### 5.4 Influencer Localisation and Mediated Authenticity

Influencer marketing emerges as a critical component of cross-national fashion strategies. The findings indicate that local influencers play a pivotal role in bridging the gap between global brands and local consumers. Their cultural knowledge, social credibility, and audience engagement make them effective intermediaries (Djafarova & Rushworth, 2017).

An insight is the concept of mediated authenticity. Consumers perceive influencer endorsements as more authentic and relatable than traditional advertising, particularly when influencers align with local cultural values and lifestyles. This perception enhances trust and influences purchase decisions.

However, the effectiveness of influencer marketing depends on careful selection and alignment. Mismatches between brand identity and influencer persona can undermine credibility. Additionally, over-commercialisation may lead to scepticism among consumers, reducing the impact of influencer campaigns.

The analysis also reveals that influencer strategies vary across markets. In some regions, macro-influencers with large followings dominate, while in others, micro-influencers with niche audiences are more effective. This variation underscores the need for context-specific strategies.

## 5.5 Sustainability Narratives and Ethical Positioning

Sustainability has become an integral component of cross-national fashion marketing. The findings indicate that brands increasingly incorporate environmental and social responsibility into their marketing narratives, responding to growing consumer awareness and regulatory pressures (Joy et al., 2012).

However, the analysis reveals significant cross-national variation in the salience of sustainability. In developed markets, sustainability often serves as a differentiator, with consumers actively seeking eco-friendly products and ethical practices. In contrast, in emerging markets, price sensitivity and accessibility may take precedence, limiting the effectiveness of sustainability-focused messaging.

The findings also highlight the risk of greenwashing, where brands exaggerate or misrepresent their sustainability efforts. Such practices can lead to consumer distrust and reputational damage. Therefore, transparency and credibility are critical for effective sustainability marketing.

Furthermore, sustainability narratives are often localised to reflect regional priorities. For example, campaigns may emphasise environmental conservation, labour rights, or community development, depending on local concerns. This localisation enhances relevance and impact.

## 5.6 Emerging Markets and Reverse Innovation

The analysis underscores the growth of emerging markets in shaping global fashion marketing strategies. These markets, characterised by rapid economic growth and expanding middle classes, present significant opportunities for fashion brands.

A key finding is the phenomenon of reverse innovation, where ideas and strategies in emerging markets are adopted in developed markets. For example, digital payment systems, mobile-first marketing strategies, and localised product innovations have been successfully transferred across markets.

Emerging markets also influence global fashion trends through cultural exchange and creative innovation. This dynamic challenges traditional top-down models of globalisation, highlighting the bidirectional flow of ideas and practices.

However, operating in emerging markets requires navigating complex institutional environments, including regulatory uncertainty, infrastructure limitations, and cultural diversity. These challenges necessitate flexible and adaptive marketing strategies.

## 6. Discussion

The findings of this study provide a nuanced understanding of cross-national fashion marketing strategies, highlighting the interplay between global integration and local responsiveness. This section interprets these findings in relation to the theoretical framework and existing literature, offering

deeper insights into the dynamics of the global fashion industry.

### **6.1 Reconciling Standardisation and Adaptation**

The findings reinforce the argument that the dichotomy between standardisation and adaptation is overly simplistic. Instead, cross-national fashion marketing is characterised by a dynamic and context-dependent balance between these approaches (Levitt, 1983; Vrontis & Thrassou, 2007). This balance is influenced by factors such as brand positioning, market maturity, and cultural diversity.

From a theoretical perspective, this hybrid approach aligns with the globalisation-localisation paradigm, which emphasises the coexistence of global and local influences (Robertson, 1995). The ability to integrate these influences effectively is a key determinant of competitive advantage in the fashion industry.

### **6.2 Cultural Intelligence as a Strategic Capability**

The importance of cultural encoding highlights the role of cultural intelligence as a critical organisational capability. Drawing on cultural dimensions theory and consumer culture theory, the findings suggest that successful brands possess the ability to interpret and respond to diverse cultural contexts (Hofstede, 2001; Arnould & Thompson, 2005).

Cultural intelligence enables firms to design marketing strategies that resonate with local consumers while maintaining global brand coherence. This capability is particularly

important in avoiding cultural missteps, which can have significant reputational consequences.

Moreover, cultural intelligence is not limited to marketing communication but extends to product design, retail experiences, and customer engagement. This holistic approach enhances brand relevance and differentiation across markets.

### **6.3 Digital Capabilities and the Transformation of Marketing**

The findings underscore the transformative impact of digitalisation on cross-national fashion marketing. Digital platforms have not only expanded the reach of brands but also redefined the nature of consumer engagement (Kapferer, 2012).

From an RBV perspective, digital capabilities represent a key source of competitive advantage (Barney, 1991). Firms that effectively leverage data analytics, personalisation, and platform-specific strategies are better positioned to succeed in diverse markets.

However, the discussion also highlights the challenges associated with digitalisation, including regulatory compliance and cultural differences in online behaviour. These challenges underscore the importance of integrating technological capabilities with cultural and institutional awareness.

### **6.4 Authenticity and the Role of Influencers**

The prominence of influencer marketing reflects broader shifts in consumer behaviour and media consumption. The concept of mediated authenticity provides a useful lens

for understanding why influencer endorsements are effective (Djafarova & Rushworth, 2017).

From a CCT perspective, influencers function as cultural intermediaries who shape and transmit meanings between brands and consumers. Their ability to embody local cultural values enhances the credibility and relevance of marketing messages.

However, the discussion also highlights the issue of over-commercialisation and authenticity erosion. Maintaining a balance between commercial objectives and genuine engagement is essential for sustaining consumer trust.

### **6.5 Sustainability as a Contextual Strategy**

The findings suggest that sustainability is not a universal strategy but a context-dependent one. While it is a concern in some markets, its importance varies across regions (Joy et al., 2012).

This variation can be explained through institutional theory, which emphasises the influence of regulatory and normative environments (Scott, 2014). In markets with strong environmental regulations and social norms, sustainability becomes a critical factor in marketing strategies.

The discussion also emphasises the importance of transparency and authenticity in sustainability communication. Brands that fail to meet these expectations risk damaging their reputation and losing consumer trust.

### **6.6 Emerging Markets and the Reconfiguration of Global Dynamics**

The increasing influence of emerging markets represents a significant shift in the global fashion landscape. The concept of reverse innovation challenges traditional models of knowledge transfer, highlighting the bidirectional flow of ideas (Crane, 2012).

From an institutional perspective, emerging markets present both opportunities and challenges. While they offer growth potential, they also require adaptation to complex and evolving environments (Scott, 2014).

The discussion suggests that firms must adopt flexible and adaptive strategies to succeed in these markets. This includes leveraging local insights, building partnerships, and investing in market-specific capabilities.

### **6.7 Theoretical and Practical Implications**

The integration of multiple theoretical perspectives provides a comprehensive understanding of cross-national fashion marketing. The findings demonstrate that no single theory is sufficient to capture the complexity of this field. Instead, an integrative approach is necessary.

Practically, the study offers several implications for fashion marketers. First, firms should adopt hybrid strategies that balance global consistency with local relevance. Second, they should invest in cultural intelligence and digital capabilities.

Third, they should prioritise authenticity and transparency in their marketing efforts.

In summary, cross-national fashion marketing is a dynamic and multifaceted phenomenon shaped by cultural, technological, and institutional factors. The findings and discussion highlight the importance of flexibility, adaptability, and strategic integration in navigating the complexities of global markets.

## 7. Conclusion

This study has explored cross-national fashion marketing strategies through a qualitative review of secondary data, providing a comprehensive synthesis of existing knowledge and theoretical perspectives. The findings demonstrate that the global fashion industry operates within a complex and dynamic environment characterised by cultural diversity, technological advancement, and evolving consumer expectations. In this context, the ability to balance global consistency with local relevance emerges as a fundamental determinant of marketing success.

A key conclusion of the study is that the traditional dichotomy between standardisation and adaptation is insufficient to explain contemporary marketing practices. Instead, fashion brands adopt hybrid strategies that integrate global brand identity with localised execution. This approach allows firms to achieve economies of scale while maintaining cultural relevance and consumer engagement across diverse markets. The concept of glocalisation

provides a useful framework for understanding this strategic balance.

The study also highlights the role of cultural intelligence as a strategic capability. Successful cross-national marketing requires a deep understanding of local values, norms, and consumption patterns. Cultural encoding in branding, communication, and product design enhances the resonance and effectiveness of marketing strategies. At the same time, the findings emphasise the risks associated with cultural misalignment, underscoring the need for sensitivity and local expertise.

Digital transformation is identified as a major driver of change in cross-national fashion marketing. The use of social media, e-commerce, and data analytics enables brands to engage consumers in personalised and interactive ways. However, the effectiveness of digital strategies depends on their alignment with regional platform preferences and regulatory environments. Influencer marketing, in particular, plays a significant role in bridging global brands and local audiences, although its success depends on authenticity and strategic alignment.

Sustainability and ethical considerations further shape marketing strategies, reflecting growing consumer awareness and institutional pressures. The study finds that sustainability is a context-dependent factor, requiring tailored communication strategies that align with local priorities. Transparency and credibility are essential to avoid the risks of greenwashing and to build long-term trust.

Finally, the increasing of emerging markets highlights a shift in the global fashion

landscape. These markets not only offer growth opportunities but also contribute to innovation and trend formation, challenging traditional top-down models of globalisation. The phenomenon of reverse innovation illustrates the bidirectional flow of ideas in the global economy.

In conclusion, cross-national fashion marketing is a multifaceted and evolving field that requires strategic integration of cultural, technological, and organisational factors. This study contributes to the literature by providing an integrative framework and practical insights for navigating the complexities of global fashion markets.

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