

The Three B's of Branding: Navigating Multicultural Markets

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This paper explores the intrinsic relationship between branding and culture, emphasizing the imperative of cultural sensitivity in brand strategy. It expands on the Brand Evolution Process (BEP), a comprehensive framework comprising three phases, enriched by insights from our Cultural Branding Model (CBM). Incorporating cultural research, sensitivity training, segmentation, adaptation, inclusive messaging, collaboration with cultural experts, and continuous monitoring, the BEP/CBM provides a structured approach to navigating cultural landscapes. This study illuminates the interplay between brands and culture through a dual approach of conceptual analysis and qualitative research. By embracing cultural relevance, marketers can enhance brand resonance and foster meaningful connections.

Keywords: branding, brand evolution process, brand development, brand management, brand optimization, brand equity, brand identity, brand strategy, culture, cultural branding model, Hispanic

INTRODUCTION

The objective of this paper is multifaceted. Firstly, it aims to underscore the significance of existing research in the domain of branding, emphasizing the critical role of cultural sensitivity and relevance. Secondly, it seeks to expound upon the pivotal role of brand evolution as an indispensable element within the broader spectrum of marketing strategy, highlighting the dynamic interaction between brands and diverse cultural contexts. Thirdly, it endeavors to introduce the Brand Evolution Process (BEP), comprising three discernible phases, which serve as a comprehensive conceptual framework for the enhancement of brand strategy. Emerging from this discussion is the Cultural Branding Model (CBM), which emphasizes the importance of cultural research, sensitivity training, segmentation by culture, adaptation, inclusive messaging, collaboration with cultural experts, and continuous monitoring and adaptation as key components of effective branding strategies. The BEP consolidates a wealth of knowledge derived from branding research and insights from the CBM, making it a valuable resource for instructing marketing courses. This research is inherently characterized by its dual nature, encompassing both conceptual and exploratory qualitative research paradigms, to provide a comprehensive understanding of branding dynamics and strategies within diverse cultural landscapes.

LITERATURE REVIEW

This literature review is focused on (1) Brand Development, (2) Brand Management, and (3) Brand Optimization with regards to extant research that is focused on socio-cultural distinctions.

Brand Development

Allen (2008) delves into extraordinary experiences' influence on consumption communities, offering insights into brand community formation and maintenance through consumer experiences. Dana (2005) explores perceptions of digitized e-services, contributing to authentic brand experiences in digital transformation. Featherman (2006) studies consumer perceptions of e-services' artificiality and risk, contributing to authentic digital brand experiences. Mishra et al. (2021) explore how social identities, particularly ethnicity, influence consumer perceptions of ethnic-based products, providing insights into effective brand strategies for diverse consumer segments.

Bennett (2013) examines minority groups' brand perceptions and advertising effectiveness, offering insights into culturally sensitive brand development strategies. Berkowitz (2005) studies Hispanic consumers' brand preferences, informing brand development strategies targeting specific ethnic groups. Deshpande (1994) investigates ethnicity's impact on consumer perceptions, contributing insights into culturally relevant brand positioning strategies. Donthu (1992; 1994) explores ethnic identification's effect on shopping behavior among Hispanic consumers, providing insights into culturally sensitive brand management strategies. Ouellet (2007) and Pankhania et al. (2007) investigate the impact of consumer racism and within-country ethnic differences on brand perceptions, underscoring the need for culturally sensitive brand positioning strategies. Puzakova et al. (2015) explore using accented spokespersons in ethnic marketing communication strategies, providing insights into enhancing brand sincerity perceptions among ethnic consumers. Quinn et al. (2005) examine the relationship between brand community integration and ethnic identity, emphasizing the role of cultural factors in brand engagement within ethnic diasporas.

García-Alaminos (2021) sheds light on the impact of multinational corporations on labor standards within global value chains, indirectly affecting brand image and sustainability goals, thus contributing to brand development by emphasizing ethical and socially responsible practices. Olberding et al. (2005) highlight the development of the Flying Pig Marathon as a distinctive brand through strategic branding efforts, highlighting the importance of brand differentiation in competitive markets.

Ryu (2006) explores endorser ethnicity and product country of origin to inform advertising strategies, while Saifer (2021) discusses philanthropic nation branding, underscoring the importance of aligning brand values with social missions. Sekhon (2007) investigates ethnicity and intergenerational factors to aid in targeting specific consumer segments, and Stephenson (2008) advocates for social change, contributing to brand differentiation based on progressive values. Lastly, Thomas's (2023) call for a reassessment of how race is engaged in advertising suggests avenues for brands to develop more inclusive and culturally sensitive brand strategies, fostering brand development in diverse and evolving markets.

Torres et al. (2007) focus on the impact of Hispanic-targeted advertising on consumer attitudes toward high- and low-involvement products. Truong et al. (2015) explore the influence of social identity congruence on brand preferences and purchase intentions across different media environments. Usunier et al. (2007) investigate consumers' stereotypical associations between products and countries, emphasizing the role of "product ethnicity" derived from country-of-origin perceptions. Viglia et al. (2023) discuss the importance of inclusive advertising in reflecting diverse societal norms and resonating with underrepresented consumer communities. Lastly, Walsh et al. (2008) compare the effectiveness of brand placement in sports video games versus televised sports contests, providing insights into non-traditional advertising platforms for brand development.

In exploring brand development, these studies offered insights into consumer perceptions, culturally sensitive strategies, and the social impact of branding. These insights inform effective brand strategies that resonate with diverse audiences and align with ethical values. Transitioning to brand strategy, these findings

underscore the importance of integrating consumer insights, cultural awareness, and social responsibility into brand development initiatives to create meaningful connections and drive sustainable growth.

Brand Management

In the realm of brand management, Crockett et al. (2004) and Cullen et al. (2011) shed light on consumer behaviors among diverse demographic segments, aiding brand managers in tailoring marketing strategies. Donthu et al. (1992) and Eisend et al. (2023) emphasize cultural nuances and diversity's significance in brand management and advertising campaigns, impacting brand perception and equity. Johnson (2009) and Kele (2023) explore multi-racial advertising and diversity marketing, impacting brand image and organizational reputation. Martin et al. (2004) and Marton et al. (2012) delve into ethnicity's influence on brand evaluations and healthcare utilization, informing brand image management.

Narasimhan et al. (2000) and Nichols et al. (2020) contribute strategic insights into market entry decisions and brand perception related to body image diversity. Sierra et al. (2010; 2009) focus on consumer responses to advertising, while Stremersch et al. (2013) examine pharmaceutical brand management, and Swart (1972) provides insights into franchise ownership dynamics, all essential for brand management strategies. Vardeman et al. (2020) shift the focus to social media, examining activism and intersectionality's role in maintaining organizational brand identity. Having examined pertinent literature concerning Brand Management, we now shift our attention toward brand optimization.

Brand Optimization

Regarding Brand Optimization, Dimofte, et.al. (2010) and Chakraborty (2022) explore factors influencing consumer perceptions across diverse ethnic segments. Dimofte, et.al. (2010) investigates the influence of brand globality on consumer attitudes, while Chakraborty (2022) delves into coping strategies of first-generation Asian-Indian immigrants, offering insights for brand strategies to engage diverse populations effectively. Inderst (2020) examines competition laws' impact on retailers, aligning with Brand Optimization by emphasizing strategic market positioning and competitive advantage.

In optimizing brand perceptions, Lord (2019) explores ethnic congruence between endorsers and consumers, while Madiukova (2019) discusses leveraging ethnocultural traditions for economic stability, highlighting considerations for brands in diverse cultural landscapes. Conversely, Smith, D.C. (2021) analyzes consumer reviews' viral influence on co-branding relationships, emphasizing the challenges and opportunities of social justice branding. Meanwhile, Zúñiga (2016) studies the impact of embedding African American cultural and ethnic primes in ads on consumer responses, offering insights into effective advertising strategies.

DISCUSSION – APPLYING BRAND DEVELOPMENT, MANAGEMENT, & OPTIMIZATION

After conducting a comprehensive review of the literature concerning brand development, brand management, and brand optimization, we adopt a grounded theory approach, particularly focusing on the Hispanic community. 'Grounded Theory' serves as a systematic research methodology enabling the derivation of theoretical insights from multiple studies, thereby facilitating the emergence of innovative theoretical frameworks directly from the data. This approach offers a robust means to explore and understand the complexities of brand dynamics within the Hispanic demographic, allowing for relevant insights to emerge organically from the data analysis process.

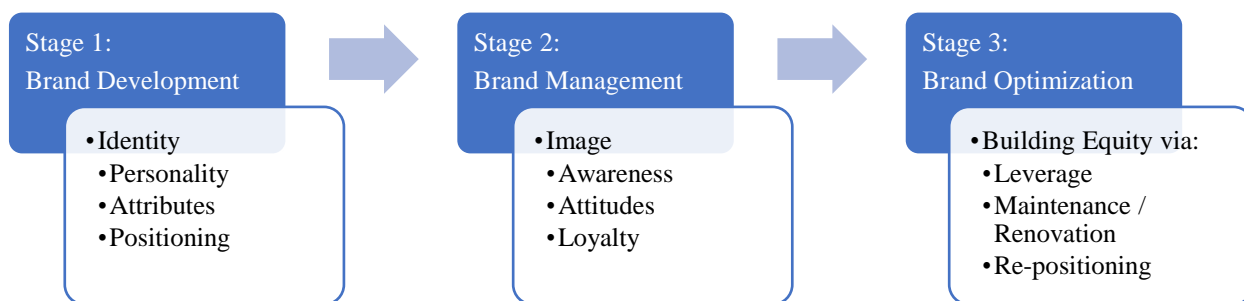
Considering our observations and analyses, our objective is to construct a Cultural Branding Model (CBM) that integrates insights gleaned from our examination of brand development, brand management, and brand optimization literature as well as practical experience. This model will serve as a comprehensive framework for understanding the intricate interplay between cultural factors and branding strategies, thereby providing valuable guidance for practitioners and scholars in navigating the complexities of cultural branding. Please note that we use Latino and Hispanic interchangeably, using the respective word found in the original journal publication.

BEP, STAGE 1: BRAND DEVELOPMENT

Overview of the Brand Development Process

Brand development involves establishing a distinct brand identity, which reflects the organization's mission and resonates with its target audience (See Figure 1). This process starts with understanding the brand's purpose and positioning it effectively in the market. Brands are more than just products; they encompass various elements such as attributes, personality traits, and positioning strategies. Marketers must align brand attributes with consumer preferences and differentiate their brand from competitors through effective positioning. It is important to understand the dynamic market environment and continuously adapt one's brand to meet evolving consumer expectations that are crucial for brand success.

FIGURE 1
THE BRAND EVOLUTION PROCESS (BEP)



Reference: Duber-Smith, D., Schofield, A., & Baker, B. (2023). The Three B's of Branding: Applying the Brand Evolution Process in Marketing Classes. *American Journal of Management*, 23(5).

Donthu et al. (1994) examine how the strength of ethnic identification among Hispanic consumers influences their retail behavior. Strongly Identified Hispanics, whose self-image is deeply rooted in Hispanic culture, exhibit higher brand loyalty, greater influence by targeted advertising, and less value consciousness. Retail strategies for this group should emphasize cultural elements, particularly for low-involvement services, and leverage Hispanic-oriented advertising to maintain brand presence. Conversely, Weakly Identified Hispanics, with a lesser cultural influence, respond better to sales promotions than targeted marketing communications. Understanding these distinctions is crucial for developing effective retail strategies that acknowledge and cater to the diverse Hispanic market.

Berkowitz et al. (2005) highlight inconsistencies in the literature about Hispanic consumers' brand preferences due to varying measurement methods. Using actual purchase data, they demonstrate that ethnicity, product type, and store loyalty significantly influence the choice between store and national brands. Hispanics showed no general difference in-store brand preference compared to non-Hispanics, but product type influenced their choices, with fewer store brands purchased for utilitarian products. No relationship was found between store loyalty and ethnicity, suggesting that brand development strategies should target product type rather than ethnicity. Retailers should focus on developing utilitarian store brands and consider loyalty programs to attract Hispanic consumers, aligning with findings that assimilation affects purchasing behaviors.

Dimofte et al. (2010) explore the impact of brand globality on consumer perceptions and purchasing behaviors across U.S. ethnic segments. Their study finds that African American and Hispanic consumers have more favorable attitudes toward global brands compared to Caucasian consumers, despite similar purchase levels. Using survey data and structural equation modeling, the research reveals that brand globality significantly influences consumer attitudes and decisions. While Caucasians show less appreciation for global brands, they still maintain similar purchasing patterns, indicating complex consumer behavior dynamics. This suggests that brand development strategies should consider the varying importance of globality among ethnic groups to effectively target diverse consumer markets.

Cong Li, et.al. (2013) explored a continuum with ‘Hispanicness’ on one end and ‘Americanness’ on the other, highlighting the many shades of grey in between. Brands can represent social status, personality, group identity, and subcultural construction, serving as symbols of cultural identity within social identity theory. Cong introduces ‘Brand Ethnicity,’ explaining how brands with similar utility can differ based on cultural associations. Importantly, ‘Brand Ethnicity’ is distinct from Country of Origin. For example, Old Spice, an American brand, is seen by many Hispanics as part of the Hispanic fabric. The level of enculturation, or the distance from one’s parents’ or grandparents’ culture, influences how ‘Hispanicness’ is retained or ‘bred out.’ Consumers respond to imagery, subcultural cues, and community credibility builders like a brand’s history with the community.

Cong Li, et.al. (2013) insights have significant implications for “Brand Development,” particularly in Segmentation, Targeting, and Positioning (STP) strategies. Ethnic and cultural targeting is effective when using imagery and cues that resonate with the community, as demonstrated by Modelo, now the #1 beer by volume. Mass market and globalized approaches with standardized brand platforms, like Disney and McDonald’s, are becoming less effective within cultural contexts. Understanding the level of enculturation of your target audience is crucial when setting brand image, personality, and position in the 3-B’s Brand Evolution Process (BEP). Recognizing that not all Hispanics are the same, such as younger Latino males leaning Republican, is essential. Using cultural identifiers and communicating important brand attributes through surveys and focus groups, rather than assumptions based on heuristics, is vital for marketers.

These papers delve into consumer behavior within diverse ethnic markets but approach the subject differently. Donthu et al. (1994) and Berkowitz et al. (2005) focus on Hispanic consumers’ retail behaviors but highlight different aspects. Donthu et al. emphasize the influence of ethnic identification on brand loyalty and advertising response, advocating for cultural elements in retail strategies. They find that Strongly Identified Hispanics exhibit higher brand loyalty and are more influenced by targeted advertising, while Weakly Identified Hispanics respond better to sales promotions. Conversely, Berkowitz et al. address inconsistencies in brand preference literature, showing that product type and store loyalty influence purchase behavior more than ethnicity. They suggest targeting product types, particularly utilitarian store brands, rather than focusing solely on ethnic marketing.

Dimofte et al. (2010) and Cong Li et al. (2013) examine brand perceptions across ethnic groups. Dimofte et al. find that African American and Hispanic consumers have more favorable attitudes toward global brands than Caucasians, despite similar purchasing patterns. This suggests that brand development should consider globality’s varying importance among ethnic groups. Cong Li et al. explore “Brand Ethnicity,” where brands symbolize cultural identity, distinct from the Country of Origin. They emphasize the need for ethnic and cultural targeting using community-specific imagery and cues, as effective segmentation strategies must consider enculturation levels and diverse consumer behaviors within the Hispanic market. We therefore make the following observations:

1. **Importance of Aligning Brand Strategy With Cultural Values and Social Constructs.** The importance of aligning brand strategy with cultural values and social constructs resides in ensuring resonance and relevance with the target audience. Brands that understand and incorporate cultural nuances and social constructs into their strategies can establish deeper connections with consumers, leading to increased brand loyalty and engagement. By acknowledging and respecting cultural diversity, brands can avoid missteps or cultural insensitivities that may alienate potential customers. Moreover, aligning brand strategy with cultural values allows brands to leverage cultural symbolism and associations to evoke emotional responses and create memorable brand experiences. This alignment enhances brand authenticity and credibility, fostering long-term relationships with consumers based on shared values and identities. Ultimately, integrating cultural values and social constructs into brand strategy enables brands to effectively navigate diverse markets and stand out amidst competition.
2. **Discussion on How Brands Establish Identity and Personality Traits.** Brands establish identity and personality traits by defining their mission, understanding their target audience, and aligning their values with consumer preferences. This process involves developing distinct

brand identities through components such as attributes, names, symbols, and stories that resonate culturally. Personality traits are assigned to brands, much like human personalities, aiming to resonate with consumers on an emotional level. Marketers prioritize understanding the nature of their customers, competitors, and environment to shape brand attributes and position the brand effectively. The goal is to create a perception of the brand in the customer's mind and achieve differentiation from competitors' offerings. Through brand management, brands continuously reinforce their messaging through diverse promotional avenues, aiming to cultivate brand loyalty within a broad consumer base. Trust plays a vital role in fostering loyalty and repeat purchases, often stemming from satisfied customers and reinforced through effective communication and brand management strategies. Additionally, brands leverage strategies such as brand extensions, co-branding, and repositioning to maintain relevance and maximize value in dynamic markets. Overall, brands build and maintain identity and personality traits by aligning with cultural values and social constructs, adapting to changing market conditions, and consistently delivering value to consumers.

3. **Integration of Social Constructs Into Brand Identity Formation.** The integration of social constructs into brand identity formation is crucial for establishing relevance and resonance with diverse consumer segments, demonstrating cultural sensitivity, differentiation in competitive markets, fostering emotional connections, and displaying authenticity. Effective managers consider social constructs such as religion, age, nationality, gender, ethnicity, and race (RANGER) in communications, team building, and negotiations (Baker, 2020). Understanding the nuances of RANGER categories and their intricate relationships to political, economic, and social structures is essential for comprehending the complexities of societies and their interactions within the broader regional context (Baker, 2024). Understanding and applying these social constructs can create deeper connections with consumers, differentiate themselves from competitors, and build trust and credibility. This integration ensures that brands authentically reflect the values and identities of their target audience, leading to increased brand loyalty and subsequent long-term success.

BEP, STAGE 2: BRAND MANAGEMENT: LEVERAGING CULTURAL DIVERSITY

Writing before the internet era, Danthu (1992) examined traditional coupon use among Latinos and found low usage due to high brand loyalty, reluctance to switch brands, and ethnic pride that discouraged coupon use. Additionally, many Latinos had difficulty accessing or using coupons in their preferred stores. Despite fragmented markets and media, understanding ethnic and cultural differences was crucial, marking the beginning of Segmentation, Targeting, and Positioning (STP) strategies. The study emphasized the importance of strong cultural ties, presenting a continuum from Weak Cultural Ties to Strong Cultural Ties. Grouping individuals with varying cultural ties is problematic, underscoring the need for targeted STP strategies over globalized, mass-market approaches. Younger Latinos, generally with weaker cultural ties, exhibit different views from older, stronger-tie Latinos, reflecting behaviors more aligned with the general population. Today, with significant legal and illegal immigration, these dynamics may have shifted. The implications include the need to consider the role of language and differentiate among Hispanics rather than lumping all Latinos together. This aligns with findings from the Cong article on the level of enculturation, reinforcing the importance of STP in brand development and management, particularly in recognizing the diverse cultural ties within the Hispanic population.

Stremersch et al. (2013) identify a rising trend in patients requesting pharmaceutical drugs by brand name, reflecting increased patient involvement in medical decisions. This trend impacts brand management, as patient requests positively influence prescription rates. However, direct-to-consumer advertising (DTCA) has a negligible or negative impact on patient requests in most physician practices. Specialists receive more requests but fulfill fewer than primary care physicians. Marketing managers should consider spatial patterns and sociodemographic characteristics to optimize DTCA spending, shifting from national to local media and targeting specific patient groups through social media. These strategies can enhance

responsiveness to minority populations and improve the effectiveness of brand management in pharmaceutical marketing.

Shoham, et.al. (2017) examine why some immigrants don't identify with their new country e.g. consumer disidentification (CDI) and the impact of cultural change on this feeling, which is relevant to brand management. It looks at how adapting to the new culture (acculturation) and maintaining a strong connection to their own ethnic group (ethnic identification) influence their feelings about the host nation and their consumer behavior. Surveying 555 Cuban and Puerto Rican adults in the USA, Shoham found that acculturation can reduce CDI, while ethnic identification has inconsistent effects. CDI leads to a lower willingness to buy domestic products, although it doesn't affect perceptions of product quality. Shoham, et.al. (2017) help inform marketing strategies on how to present the origin of products to diverse consumer groups, highlighting the importance of understanding consumer behavior in increasingly diverse markets.

Danthu (1992), Stremersch et al. (2013), and Shoham et al. (2017) all highlight the significance of understanding consumer behavior and cultural ties in brand management. Danthu's research emphasizes the low coupon use among Latinos due to high brand loyalty, reluctance to switch brands, and strong ethnic pride, suggesting the necessity of Segmentation, Targeting, and Positioning (STP) strategies tailored to varying cultural ties within the Hispanic population. This aligns with Cong's findings on enculturation, stressing the importance of language and cultural differentiation in marketing. Stremersch et al. explore the rise of brand name requests in pharmaceuticals, pointing out that while direct-to-consumer advertising has limited effectiveness, targeted strategies based on spatial and sociodemographic factors can enhance brand management. Shoham et al. (2017) examine how immigrants' acculturation and ethnic identification affect their consumer behavior, showing that acculturation reduces consumer disidentification (CDI) and highlights the need for marketing strategies that address diverse cultural segments. Together, these studies underscore the critical role of culturally aware and targeted brand management approaches in effectively reaching and engaging diverse consumer groups.

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1. **Exploration of Brand Management Strategies in Culturally Diverse Markets.** Exploring brand management strategies in culturally diverse markets is crucial for unlocking growth opportunities, ensuring relevance and resonance with diverse consumer groups, gaining a competitive advantage, fostering consumer trust and loyalty, and mitigating the risks associated with cultural insensitivity. By understanding and effectively navigating cultural nuances, brands can tap into new market potential, differentiate themselves from competitors, and build stronger connections with consumers from various backgrounds. Ignoring cultural diversity in brand management can lead to missed opportunities, reputational damage, and consumer backlash, making it imperative for brands to proactively adapt their strategies to address cultural differences.
2. **Examination of How Brands Adapt Their Messaging and Positioning Based on Cultural Nuances.** Brands adapt their messaging and positioning based on cultural nuances by tailoring their communication to resonate with specific cultural values and preferences, adjusting language, tone, visual imagery, and cultural references to align with local sensitivities and traditions. They incorporate culturally relevant symbols and traditions into their messaging,

position products to reflect cultural preferences, develop customized campaigns addressing local themes, and localize content to ensure authenticity. By demonstrating an understanding of local customs and traditions, brands can establish stronger connections with consumers in diverse markets, increasing the effectiveness of their marketing efforts and fostering brand loyalty.

3. **Social Constructs Such as Religion, Age, Nationality, Gender, Ethnicity, and Race in Brand Management.** Considering social constructs such as religion, age, nationality, gender, ethnicity, and race in brand management is essential for creating relevant and resonant messaging, demonstrating cultural sensitivity, effectively segmenting markets, fostering brand authenticity, and fulfilling ethical responsibilities. These constructs shape individuals' identities and perspectives, influencing their preferences and behaviors, thus brands that understand and incorporate them can build stronger connections with diverse consumer segments. By recognizing and respecting social constructs, companies can tailor their products, messaging, and marketing strategies to meet the unique needs and preferences of different consumer groups, enhancing brand relevance, trust, and loyalty while contributing to positive social impact.

Case Studies Illustrating Successful Brand Management in Diverse Cultural Contexts

It is important to study the positive as well as the negative examples in branding. For instance, Dolce & Gabbana faced significant backlash in China over an advertising campaign that was perceived as culturally insensitive. The campaign featured videos showing a Chinese model struggling to eat Italian foods with chopsticks, accompanied by stereotypical music. Additionally, private messages allegedly sent by one of the co-founders, Stefano Gabbana, containing derogatory remarks about China and its people, circulated online. The campaign sparked outrage among Chinese consumers, leading to boycotts of the brand, canceled events, and retailers pulling Dolce & Gabbana products from shelves. The incident not only damaged the brand's reputation in China, one of its key markets, but also resulted in significant financial losses and tarnished its global image. This case underscores the importance of cultural sensitivity and understanding in international brand management, as well as the potential consequences of failing to respect diverse cultural perspectives (Zargani, et.al., 2019). In contrast there are three companies that have done an exceptional job in combining branding with cultural nuances:

- *Netflix*: Online streaming platforms like Netflix redefine visual content consumption. Marketers shape online experiences to foster cultural and emotional connections, surpassing television's appeal. Netflix's success lies in tapping into deeper experiential aspects of marketing: fostering social acceptance, promoting informed choices, and facilitating social interactions. By addressing these needs through a hybrid branding model, Netflix creates a superior online customer experience. Moving forward, marketing professionals should embrace this trend, recognizing the value of emotional connections and cultural acceptance in online experiences, which television failed to achieve (Boni, et.al., 2017).
- *Nike*: Nike is another brand known for its successful brand management in diverse cultural contexts. The company's marketing campaigns often feature athletes from different countries and cultural backgrounds, highlighting the universal appeal of sports and athleticism. Nike also tailors its product offerings and messaging to reflect local sporting cultures and preferences, ensuring that its brand resonates with consumers in various regions around the world. Cavalier (2022) writes that "powerful brands like Nike become social concepts and exist in the culture where they continually give people cues and establish the brand as a part of society."
- *Apple*: Apple is renowned for its global brand appeal and successful adaptation to diverse cultural markets. The company's product designs, marketing campaigns, and retail experiences are carefully crafted to resonate with consumers worldwide. (Sanjeev, et.al., 2019). For example, Apple's minimalist and sleek product designs appeal to consumers across diverse cultural backgrounds who value aesthetics and innovation. Additionally, Apple's marketing strategies often leverage storytelling and emotional appeals that transcend cultural barriers,

fostering a sense of connection and loyalty among diverse audiences. Moreover, Apple's retail stores are designed to provide a consistent brand experience while also incorporating local architectural elements and cultural nuances to make customers feel at home. Overall, Apple's brand management approach demonstrates how high-tech brands can effectively navigate cultural diversity to build a strong global presence and connect with consumers on a personal level. However, competition remains stiff and if Apple gets complacent, then aggressive Chinese smartphone vendors may take their place (Chan, 2017).

Dolce & Gabbana taught us what not to do; whereas the subsequent three cases point toward best practices. Netflix, Nike, and Apple demonstrate how brands can effectively navigate cultural diversity through thoughtful brand management strategies, strengthening their connection with consumers and driving business success.

BEP, STAGE 3: BRAND OPTIMIZATION – EMBRACING CULTURAL SENSITIVITY

Torres et al. (2007) highlight the importance of ethnicity and product involvement in advertising effectiveness for brand optimization. Targeting strong Hispanic identifiers is more effective for low-involvement products, as they identify more with Hispanic characters and respond more favorably to such advertisements. This response is consistent with ethnic identification theory, emphasizing ethnicity as a crucial cue. For high-involvement products, the effectiveness diminishes, suggesting a need for different strategies. Advertisers should leverage ethnic cues for low-involvement products to optimize brand appeal, focusing on relatable Hispanic models to enhance ad effectiveness among strongly identified Hispanic consumers.

Huhmann, et al., (2008) explored how controversial or shocking advertisements affect how people think about and understand the brand messages in these ads. Previous studies had problems because they did not use the same ads for fair comparisons or didn't control how people felt about the ads. Controversial advertisements increase elaborative processing universally, irrespective of product involvement, gender, or ethnic identity. However, those highly involved in a product demonstrate enhanced message comprehension with controversial ads, while less-involved individuals comprehend non-controversial ads better. This aligns with the resource-matching perspective, which suggests optimal understanding when mental effort aligns with willingness to engage. Controversial ads use provocative content on taboo subjects to captivate attention and promote deep processing. For instance, an early 1900s ad featuring exposed ankles was once controversial, but eventually normalized. Yet, in modern examples like Yoplait's ad depicting a delivery driver consuming human organs, the controversial content does not relate to the product itself. Notably, gender and ethnic background, whether Hispanic or non-Hispanic white, do not significantly impact how individuals process controversial ads.

Johnson et al. (2023) highlight the significant purchasing power of Latinos, who had \$1.72 trillion in purchasing power in 2020 and make up 22% of Millennials, the fastest-growing segment of this largest age cohort in history. The study on online shopping behavior categorized Millennials into young, middle, and older cohorts, revealing that Hispanic Millennials are more brand-conscious than their White counterparts. Younger Millennials exhibited the highest levels of brand and trend consciousness, impulsive buying behavior, a preference for convenience over quality, a "live for the day" mentality, and a struggle with the "Tyranny of Choice." These findings imply that Latinos were underrepresented in commercials and targeting efforts despite their substantial market size and purchasing power. Brand marketers must play a crucial role in helping consumers discover needs and simplify choices. The study suggests the need for more precise Segmentation, Targeting, and Positioning (STP) strategies that incorporate age. Retailers like Trader Joe's, Aldi, and Sprouts, with their limited product range, help alleviate consumer anxiety caused by excessive choices, highlighting significant implications for marketing strategy and brand messaging.

These research studies examine advertising effectiveness from different angles. Torres et al. (2007) focus on ethnicity and product involvement, finding that targeting strong Hispanic identifiers is more effective for low-involvement products using ethnic cues. In contrast, Huhmann et al. (2008) explore controversial ads, noting that they enhance message comprehension universally, regardless of ethnicity,

especially for highly involved consumers. While Torres et al. emphasize the importance of ethnic identity in ad effectiveness, Huhmann et al. suggest that the controversial nature of ads universally increases engagement and processing, unaffected by ethnic or gender differences. Thus, Torres et al. underscore tailored ethnic strategies, whereas Huhmann et al. highlight the broad impact of provocative content. Johnson (2023) adds needed insights on the purchase power of Latinos and that Hispanic Millennials are more brand-conscious. We therefore observe the following:

1. **Adaptation of Brands to Remain Relevant in Dynamic Cultural Landscapes.** Continuously adapting brands to remain relevant in dynamic cultural landscapes requires a proactive and flexible approach to incorporate ongoing research, monitoring, and adaptation strategies. Firstly, brands must invest in market research and cultural intelligence to stay abreast of evolving cultural trends, consumer preferences, and societal shifts. This involves gathering data, conducting surveys, and analyzing market dynamics to identify emerging cultural nuances and opportunities. Secondly, brands should foster open communication channels with their target audience, soliciting feedback, and engaging in meaningful dialogue to understand changing needs and perceptions. Thirdly, brands must be agile in their response to cultural shifts, swiftly adjusting their messaging, products, and marketing strategies to align with evolving cultural sensitivities and values. This may involve revising advertising campaigns, updating product offerings, or repositioning brand messaging to better resonate with changing consumer attitudes. Finally, brands should prioritize diversity and inclusivity in their operations and decision-making processes, ensuring that their brand reflects and celebrates the diversity of their audience. By embracing cultural diversity and proactively adapting to dynamic cultural landscapes, brands can maintain relevance, build stronger connections with consumers, and drive long-term success.
2. **Brand Extension, Co-Branding, and Repositioning Strategies in Diverse Cultural Contexts.** Exploring brand extension, co-branding, and repositioning strategies in diverse cultural contexts requires a nuanced and culturally sensitive approach from the marketing department.
 - To address religion, marketers could conduct thorough research to understand religious beliefs and customs prevalent in the target culture, ensuring that brand extensions, co-branding partnerships, and repositioning efforts align with religious sensitivities and values.
 - For age, the marketing department could segment target markets based on age demographics and tailor brand extension initiatives, co-branding collaborations, and repositioning strategies to appeal to different age groups' preferences and interests.
 - Regarding nationality, marketers should consider localizing brand extensions, co-branding partnerships, and repositioning efforts to reflect specific national identities and cultural nuances, ensuring the brand resonates authentically with consumers in different countries.
 - For gender, the marketing department could analyze gender roles and perceptions within the target culture, designing brand extension initiatives, co-branding ventures, and repositioning strategies that challenge stereotypes and promote inclusivity and gender equality.
 - Concerning ethnicity and race, marketers should strive to represent diverse ethnic and racial backgrounds authentically in brand extensions, co-branding collaborations, and repositioning campaigns, acknowledging, and celebrating cultural diversity to resonate with multicultural audiences effectively.
 - Overall, by incorporating specific action items for each social construct, such as religion, age, nationality, gender, ethnicity, and race, marketing departments can navigate diverse cultural landscapes successfully and drive brand growth and relevance in global markets.

3. **The Impact of Cultural Sensitivity on Brand Loyalty and Equity.** To examine the impact of cultural sensitivity on brand loyalty and equity, a marketing department can employ several tools and techniques with modifications to traditional marketing research strategies and tactics:
 - 3a. *Surveys and Interviews.* Conducting surveys and interviews with customers from diverse cultural backgrounds can provide insights into their perceptions of the brand's cultural sensitivity and its influence on their loyalty and brand equity. Questions could focus on how well the brand understands and respects their culture, whether they feel represented and valued, and how this affects their willingness to remain loyal to the brand.
 - 3b. *Focus Groups.* Organizing focus groups comprising members of distinct cultural groups allows for in-depth discussions and qualitative insights into how cultural sensitivity impacts brand loyalty and equity. These sessions can uncover nuanced perspectives and highlight areas where the brand excels or needs improvement in addressing cultural sensitivities.
 - 3c. *Cultural Audits.* Conducting cultural audits involves assessing the brand's current marketing materials, messaging, and practices to identify areas where cultural sensitivity may be lacking or could be enhanced. This involves analyzing advertisements, social media content, product packaging, and customer interactions through a cultural lens to ensure alignment with diverse cultural norms and values.
 - 3d. *Social Media Listening.* Monitoring social media platforms for discussions and sentiments related to cultural sensitivity and the brand can provide real-time feedback on how consumers perceive the brand's efforts in this area. Social media listening tools can help track mentions, sentiment, and trends, enabling the marketing department to gauge the impact of cultural sensitivity on brand loyalty and equity.
 - 3e. *Brand Equity Measurement.* Utilizing brand equity measurement models such as the Brand Asset Valuator (BAV) or Keller's Brand Equity Model allows marketers to quantitatively assess the impact of cultural sensitivity on brand equity. By analyzing factors such as brand awareness, perceived quality, brand associations, and brand loyalty across diverse cultural segments, marketers can identify correlations between cultural sensitivity and brand equity metrics.
 - 3f. *Cross-Cultural Training.* Providing cross-cultural training to marketing teams can enhance their understanding of cultural nuances and sensitivities, enabling them to develop more culturally sensitive marketing strategies. This training may include workshops, seminars, or cultural immersion experiences to deepen employees' cultural competency and empathy.

Bottom Line: Employing people within the culture or with an in-depth cultural understanding of the culture will help the marketing department gain valuable insights into the impact of cultural sensitivity on brand loyalty and equity, identify areas for improvement, and develop strategies to foster stronger connections with diverse consumer segments by employing these tools and techniques. Including culturally adept team members will also help avoid the cultural arrogance often associated with international or domestic cross-cultural marketing.
4. **Integration of Social Constructs Into Brand Optimization Strategies.** The optimal way to integrate the six social constructs - religion, age, nationality, gender, ethnicity, and race - into brand optimization strategies involves a comprehensive albeit culturally sensitive approach:
 - a. Conduct thorough market research that considers the diverse social constructs present in your target audience. This includes collecting demographic data and cultural insights to understand the unique preferences, values, and behaviors associated with each construct.
 - b. Utilize segmentation techniques to divide your target audience into distinct groups based on social constructs such as age, gender, ethnicity, and nationality. Then, personalize your

- brand optimization strategies to cater to the specific needs and preferences of each segment, ensuring relevance and resonance.
- c. Provide cultural sensitivity training to your marketing team to deepen their understanding of the social constructs and how they influence consumer behavior. This training should be a catalyst toward fostering empathy, awareness, and respect for diverse cultural perspectives, enabling team members to develop more inclusive and effective brand optimization strategies.
 - d. Develop messaging and content that reflects the diversity of your audience and resonates with their cultural identities. This may involve incorporating culturally relevant symbols, language, and imagery into your marketing materials, as well as highlighting diverse voices and perspectives in your storytelling.
 - e. Engage with diverse communities and stakeholders to co-create brand optimization strategies that authentically reflect their values and experiences. This may include partnering with local organizations, influencers, and cultural leaders to amplify your brand's message and foster deeper connections within diverse communities.
 - f. Solicit feedback from your audience on an ongoing basis to assess the effectiveness of your brand optimization strategies in addressing social constructs. Monitor consumer sentiment, engagement metrics, and market trends to identify opportunities for refinement and adaptation, ensuring that your brand remains relevant and resonant in an ever-changing cultural landscape.

Integrating these six social constructs into your brand optimization strategies thoughtfully and inclusively, allows companies to build stronger connections with diverse consumer segments, drive brand loyalty and equity, and foster a more inclusive and culturally sensitive brand identity.

BEP, STAGE 3: BRAND OPTIMIZATION THREE KEY AREAS

Brand Optimization includes building equity through three key areas including (1) leverage, (2) maintenance/ renovation, and (3) re-positioning. Brand optimization is used when factors like competition, economic conditions, technological trends, or social trends shift dramatically, necessitating a new market position. This involves adjusting brand attributes, targeting different markets, or emphasizing various aspects to enhance consumer appeal. Brand Maintenance/Renovation can range from minor tweaks, subtle adjustments that maintain brand recognition, to facelifts, more noticeable updates to visual elements and messaging, and makeovers, comprehensive transformations including core values and strategy. These adjustments ensure brand relevance and competitiveness in evolving markets, as seen in examples like Starbucks' logo evolution or Pepsi's recent logo update emphasizing its Zero Sugar line. Complete brand makeovers, like Apple's transformation in the late 1990s, signal a radical shift in strategy and identity, often driven by the need to rebuild brand equity or adapt to changing consumer preferences and market dynamics.

Overview of Brand Optimization Strategies and Their Importance in Response to Cultural Changes

Brand optimization strategies are crucial in responding to cultural changes because they allow brands to stay relevant and resonate with evolving consumer values, beliefs, and behaviors. Cultural changes can significantly impact consumer preferences, perceptions, and expectations, necessitating adjustments in how brands position themselves in the market. By adopting optimization strategies, brands can address shifting cultural dynamics, such as changing societal norms, diversity trends, or emerging cultural movements, ensuring that their messaging, values, and offerings align with the evolving cultural landscape. This initiative-taking approach enables brands to maintain authenticity, connect with diverse audiences, and capitalize on new opportunities presented by cultural shifts, fostering brand loyalty, equity, and long-term success.

Adjusting Brand Attributes and Target Markets to Align With Evolving Cultural Norms

Understanding brand optimization is crucial in marketing education, and here are some effective strategies and approaches for each aspect of the process that also address social constructs of religion, age, nationality, gender, ethnicity, and race:

Change in Brand Perception:

- Use Case Studies: Present real-world examples of successful brand optimization that consider diverse cultural contexts, demonstrating how brands shifted perceptions while respecting religious, age-related, gender, and ethnic sensitivities.
- Group Discussions: Encourage students to analyze and discuss brands that have undergone optimization, considering the impact of cultural factors on consumer perception shifts.

Reasons for Optimization:

- Scenario Analysis: Provide scenarios that simulate changes in cultural landscapes, including shifts in religious beliefs, generational attitudes, national identity, and gender norms, prompting marketers to brainstorm reasons for optimization within these contexts.
- Favor: Some images, fonts, and colors (brand elements) fall out of favor over time; must distinguish fads and trends.
- Guest Speakers: Invite marketing professionals who have managed brand optimization initiatives in culturally diverse markets to share insights on navigating social constructs in strategic decision-making.

Market Research:

- Practical Projects: Engage in culturally sensitive market research, where we investigate religious affiliations, age demographics, national identities, gender roles, ethnic backgrounds, and racial diversity to inform strategic decisions.
- Use Real Data: Engage with real market research data that reflects the diversity of social constructs, challenging them to identify patterns and preferences that may require optimization strategies to address.

Re-Defining Brand Attributes:

- Role-Playing: Facilitate role-playing exercises to simulate marketing team meetings to discuss changes in brand attributes, considering cultural implications of product features, pricing strategies, messaging, and personality traits.
- Brand Attribute Audit: Auditing and proposing changes to brand attributes that align with culturally diverse consumer preferences and perceptions, ensuring inclusivity in optimization efforts.

Brand Optimization Efforts:

- Brand Audit: Display before-and-after examples of brand optimization efforts, emphasizing the consideration of social constructs such as religion, age, nationality, gender, ethnicity, and race in visual identity updates.
- Projects: Redesign brand visual identities with sensitivity to cultural nuances, reflecting the diverse perspectives and values of the target audiences.

Marketing Campaigns:

- Case Analysis: Analyze marketing campaigns from brands that have navigated cultural optimization, examining messaging, channels, and effectiveness while addressing the diverse needs and sensitivities of religious, age, national, gender, ethnic, and racial groups.
- Create Campaigns: Develop culturally inclusive optimization campaigns, ensuring messaging, imagery, and strategies resonate authentically with diverse audiences.

Consistency:

- Role of Brand Guardians: Explore the role of brand guardians in maintaining consistency across culturally diverse markets, emphasizing the importance of respecting social constructs in delivering a consistent brand promise.
- Brand Experience Analysis: Evaluate customer experiences through a cultural lens, emphasizing the significance of consistency in building trust and loyalty across religious, age-related, national, gender, ethnic, and racial boundaries.

Integration of Social Constructs Into Brand Optimization Decisions

Integrating social constructs into brand optimization decisions involves conducting thorough cultural research, segmenting the target audience based on factors such as religion, age, nationality, gender, ethnicity, and race, plus psychographics (lifestyles, behaviors, attitudes, and beliefs) ensuring cultural sensitivity in messaging and branding, consulting with diverse stakeholders, adapting messaging and branding to resonate with cultural values, testing strategies with focus groups, and remaining flexible to iterate and refine decisions based on ongoing feedback and cultural shifts. This approach enables companies to develop authentic, inclusive, and effective optimization strategies that resonate with diverse audiences and drive long-term success.

The 3B of Branding: Integrating Culture and Social Constructs

The Brand Evolution Process (BEP) is structured into three integral stages, each crucial for comprehending brand development, management, and optimization. In the initial phase, Brand Development, companies lay the foundation for their brand identity, rooted in their mission statement and encompassing elements like brand positioning, attributes, and personality traits. Here, brands establish their unique voice and image, ensuring alignment with their overarching goals and values.

Moving to the second stage, Brand Management, the focus shifts towards maintaining and nurturing the established brand identity. Strategic planning, objective setting, market research, and brand reinforcement efforts take center stage as brands strive to manage consumer perceptions and foster loyalty. This phase demands vigilant monitoring of brand image and consumer attitudes, with a concerted effort to uphold brand consistency and integrity across all touchpoints.

Finally, in the Brand Optimization stage, brands adapt and evolve to stay competitive in dynamic markets. Leveraging brand equity becomes paramount, with strategies such as brand extensions, co-branding initiatives, and repositioning efforts to maximize brand value and relevance. Here, brands transform functional assets into enduring relationship assets, emphasizing the importance of building meaningful connections with consumers to sustain long-term success. Throughout the BEP, cultural sensitivity remains essential, with brands navigating diverse social constructs such as religion, age, nationality, gender, ethnicity, and race to ensure resonance and authenticity in their branding decisions. By adhering to the structured approach of the BEP, companies can effectively navigate the complexities of brand evolution, ensuring their continued growth and success in today's ever-changing marketplace.

How Culture and Social Constructs Influence Each Stage of the BEP

Culture and social constructs exert a profound influence on each stage of the Brand Evolution Process (BEP), shaping brand development, management, and optimization. In the Brand Development stage, cultural nuances inform brand identity formation, guiding decisions on positioning, attributes, and personality traits to resonate with diverse audiences. Social constructs such as religion, age, nationality, gender, ethnicity, and race shape the initial framework of the brand, ensuring alignment with the values and preferences of target markets.

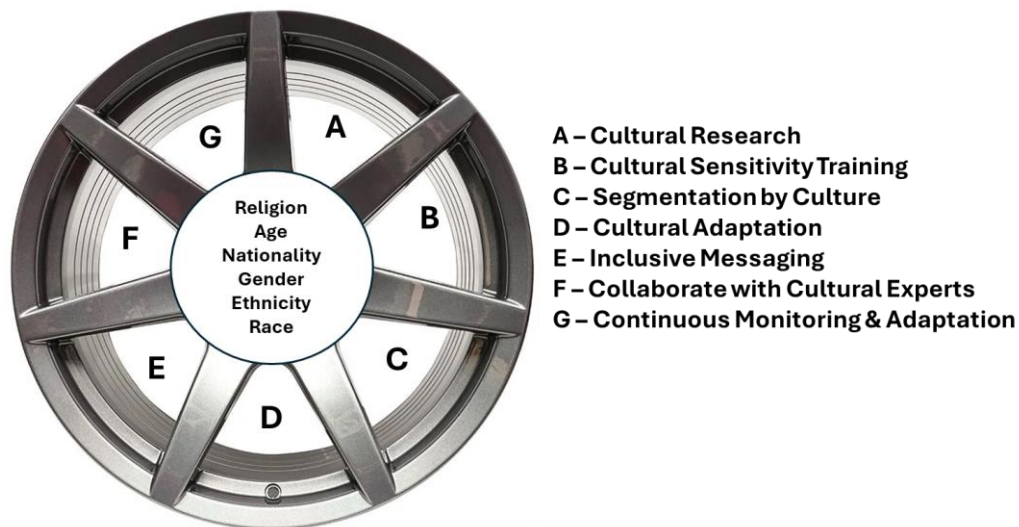
During Brand Management, cultural sensitivity becomes crucial in maintaining brand integrity and fostering loyalty. Companies must navigate social constructs to manage brand perceptions effectively, adapting strategies to diverse cultural contexts and consumer attitudes. In the Brand Optimization phase, cultural awareness guides brand adaptation and evolution. Companies leverage cultural insights to inform brand extensions, co-branding initiatives, and repositioning efforts, ensuring relevance and resonance

across global markets. Throughout the BEP, cultural understanding remains integral, enabling brands to navigate the complexities of brand evolution and build meaningful connections with diverse audiences.

Incorporating Culture and Social Constructs Into Branding Strategies

A proposed framework for integrating cultural diversity and social constructs into branding strategies is the Cultural Branding Model (CBM). This model (See Figure 2) begins with rigorous cultural research and, akin to the Deming cycle, sustains an ongoing cycle of monitoring and adaptation. Its design, resembling a wheel, signifies the model's iterative nature, wherein it recommences its cycle with each new market entry by a company.

**FIGURE 2
CULTURAL BRANDING MODEL**



The CBM model emphasizes the importance of cultural relevance in brand development, management, and optimization. It consists of seven key steps:

- A. *Cultural Research*: Conduct comprehensive research on the cultural norms, values, and identities of target markets, including religion, age, nationality, gender, ethnicity, and race (Baker, 2020; 2024).
- B. *Cultural Sensitivity Training*: Train marketing teams to enhance cultural awareness and sensitivity, ensuring that branding strategies are respectful and inclusive of diverse perspectives. We recommend Constructive Ethnic Studies, which is an educational paradigm that fosters student empowerment, promoting aspirations, resilience, and heightened engagement. It cultivates mutual respect, self-assuredness, awareness, intergroup comprehension, and empathy. This approach emphasizes the elevation of ethnic groups, their cultural backgrounds, and contributions while refraining from disparaging other demographic segments (Baker, 2024; Banks, 2003).
- C. *Segmentation by Culture*: Segment target markets based on cultural factors to tailor branding strategies to specific demographic groups, recognizing the unique preferences and behaviors within each cultural context.
- D. *Cultural Adaptation*: Adapt branding elements such as messaging, imagery, and product offerings to resonate with the cultural values and identities of different audience segments.
- E. *Inclusive Messaging*: Develop messaging that celebrates diversity and inclusivity, fostering a sense of belonging and connection among diverse audiences.

- F. *Collaboration with Cultural Experts*: Partner with cultural experts, influencers, and community leaders to ensure authenticity and relevance in branding strategies, leveraging their insights and perspectives.
- G. *Continuous Monitoring and Adaptation*: Continuously monitor cultural trends and consumer feedback, adapting branding strategies accordingly to maintain relevance and resonance in dynamic cultural landscapes.

The CBM represents a collective understanding within the marketing and branding field regarding the importance of cultural relevance in brand strategies. Scholars, practitioners, and researchers in the fields of marketing and cultural studies have contributed to our development and refinement of the CBM over time through our literature reviews as well as our practical application of cultural insights in branding strategies.

CONCLUSION

Our discussion on branding and culture reveals the profound impact of cultural relevance on consumer perceptions and behaviors, emphasizing the need for brands to integrate cultural nuances into their strategies. Social constructs like religion, age, nationality, gender, ethnicity, and race in addition to psychographic lifestyle characteristics, significantly influence branding decisions, requiring brands to adopt inclusive and authentic approaches. Several critical lessons about Hispanic or other minority consumers emerge:

- *Cultural Relevance is Key*: Hispanic consumers exhibit unique cultural associations and preferences that significantly influence their brand choices and shopping behaviors. Marketers must prioritize cultural relevance in their brand development and marketing strategies to effectively engage this demographic.
- *Segmentation is Necessary*: Hispanic consumers are not homogenous; they encompass diverse generational cohorts, levels of ethnic identification, and shopping orientations. Marketers should segment the Hispanic market based on factors such as age, strength of ethnic identification, and product involvement to tailor their approaches and messages accordingly.
- *Understanding Ethnic Identification*: The strength of ethnic identification among Hispanic consumers plays a crucial role in shaping their responses to marketing efforts. Brands that resonate with strong Hispanic identifiers can create more favorable attitudes and purchase intentions, highlighting the importance of understanding and leveraging cultural identity in brand management.
- *Cultural Sensitivity is Critical*: Cultural nuances and sensitivities must be carefully considered in advertising and brand messaging to avoid potential missteps or misunderstandings. Brands that demonstrate cultural sensitivity and authenticity are more likely to build trust and loyalty among Hispanic consumers.
- *Digital Engagement Matters*: As evidenced by Johnson et al. (2023), Latino Millennials represent a significant consumer group with a strong presence online, distinct from previous generations. Marketers should prioritize digital engagement strategies to reach and connect with this demographic effectively.
- *Tailored Marketing Strategies*: Marketers need to develop tailored marketing strategies that resonate with the diverse needs and preferences of Hispanic consumers. This may include language-specific campaigns, culturally relevant content, and targeted advertising across various media channels.

Overall, the critical lessons learned underscore the importance of cultural understanding, segmentation, and tailored approaches in effectively engaging and appealing to Hispanic and other non-majority consumers. By prioritizing cultural relevance, understanding ethnic identification, and implementing tailored marketing strategies, brands can establish meaningful connections and build long-term relationships with all demographics.

The Brand Evolution Process (BEP) offers a structured framework for navigating brand development, management, and optimization, with cultural sensitivity being integral at every stage. In addition, the Cultural Branding Model (CBM) highlights key components for effective cultural integration in branding, including research, sensitivity training, segmentation, adaptation, inclusive messaging, collaboration, and continuous monitoring. Case studies illustrate the importance of cultural awareness and adaptation in brand success, while best practices emphasize thorough research, adaptation, collaboration, and ongoing monitoring of cultural trends. Embracing cultural diversity and relevance emerges as a cornerstone for successful branding in today's diverse and dynamic marketplace.

Cultural sensitivity is undeniably important in branding for several reasons. Firstly, culture profoundly influences consumer behavior, preferences, and perceptions, making it essential for brands to understand and resonate with diverse cultural contexts to effectively engage their target audiences. Secondly, cultural insensitivity can lead to brand missteps, alienating consumers and damaging brand reputation. In today's interconnected and diverse global marketplace, brands that demonstrate cultural awareness and authenticity are more likely to build meaningful connections, foster trust, and achieve long-term success. Therefore, dismissing culture as irrelevant in branding overlooks the significant impact it has on consumer engagement and brand perception.

FUTURE RESEARCH

This paper has advanced a conceptual framework for the Brand Evolution Process (BEP) by integrating cultural considerations such as religion, age, nationality, gender, race, ethnicities, languages, and lifestyle psychographics, thus giving rise to the Cultural Branding Model (CBM). Future research endeavors may entail the development of measurement scales aimed at quantifying marketing outcomes and their cultural impact, with potential extensions to assess their alignment with employer expectations. Future empirical inquiries hold promise for informing the design of pedagogical curricula tailored to the needs of aspiring brand managers in the professional arena.

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