

## ARTICLE

Doi: 10.4025/rimar.v15i2.76783

Received: 13/05/2025

Accepted: 30/06/2025


Double blind review, SEER/OJS

Editor: Francisco Vieira

## STANDARDIZATION AND ADAPTATION STRATEGIES IN MARKETING COMMUNICATION: A COMPARATIVE STUDY BETWEEN BRAZIL AND ARGENTINA


*Estratégias de padronização e adaptação na comunicação de marketing:  
um estudo comparativo entre brasil e argentina*

**Leonardo Oliveira**<sup>1</sup>

 0000-0002-4779-2311

✉ leobordin2@hotmail.com

**Vitor Nogami**<sup>1</sup>

 0000-0001-5185-731X

✉ vitor.nogami@uem.br

<sup>1</sup> State University of Maringá (UEM), Brazil

### ABSTRACT

This article investigates the digital marketing communication strategies adopted by Brazilian multinationals in the Latin American market, specifically focusing on identifying adaptation or standardization strategies across channels in different countries. The central research question is: do Brazilian multinationals standardize or adapt their social media communication when operating in foreign markets? To answer this question, we conducted a content analysis, examining the design and content of the Instagram accounts of Brazilian multinationals operating in Brazil and Argentina. At the end of the research, it was possible to observe a scenario in which the adaptation strategy is used by 100% of the companies analysed, which led to the creation of subcategories of analysis: Slightly adapted, Moderately adapted, and Highly adapted companies.

**KEYWORDS:** standardization, adaptation, international marketing.

### RESUMO

Este artigo investiga as estratégias de comunicação de marketing digital adotadas por multinacionais brasileiras no mercado latino-americano, com foco específico na identificação de estratégias de adaptação ou padronização utilizadas nos canais de diferentes países. A questão central da pesquisa é: as multinacionais brasileiras padronizam ou adaptam sua comunicação nas redes sociais ao operar em mercados estrangeiros? Para responder a essa pergunta, foi realizada uma análise de conteúdo, examinando o design e o conteúdo dos perfis no Instagram de multinacionais brasileiras atuantes no Brasil e na Argentina. Ao final da pesquisa, foi possível observar um cenário no qual a estratégia de adaptação é utilizada por 100% das empresas analisadas, o que levou à criação de subcategorias de análise: levemente adaptadas, moderadamente adaptadas e altamente adaptadas.

**PALAVRAS-CHAVE:** padronização, adaptação, marketing internacional.

## Introduction

In international marketing, the duality between standardization and adaptation of communication has been widely debated over the years (Schmid & Kotulla, 2011). The standardization strategy assumes that marketing campaigns can be replicated globally using the same visual elements, messages, and approaches, with only translated language (Song, 2021). On the other hand, adaptation is based on the assumption that cultural differences between countries influence the reception of the message and, therefore, communication strategies need to be significantly adjusted to suit local particularities (Ryans, Griffith, White, 2003).

In the context of digital marketing, this debate takes on new dimensions. Berthon, Pitt, Plangger, and Shapiro (2012) argue that in the social media environment, companies need to customize their communication strategies to accommodate national differences, making the adaptation strategy a preferable approach. This perspective contrasts with the proposal for global standardization defended by Levitt (1983), who suggested the possibility of standardizing the four Ps of marketing: product, price, place, and promotion. However, Berthon et al. (2012) question this view, pointing out that while standardization may be feasible for the first three elements, promotion requires greater flexibility.

As shown by Schmid and Kotulla (2011), different studies on the subject have sought to offer management recommendations, pointing out when or how to adopt standardization or adaptation strategies in brand internationalization. While authors such as Roth (1995) defend the importance of considering cultural and social differences, others, such as Evans, Mavondo, and Bridson (2008), warn of the risks that adaptations can bring to a company's performance. Therefore, international brands must choose to standardize or adapt marketing communications (Santos, 2019).

Most studies on standardization and adaptation have focused on North American, European, and Asian markets. However, there is a research gap in the Latin American context, especially concerning the internationalization of Brazilian brands. Brazilian companies' internationalization often occurs in neighboring countries, such as Argentina and other members of Mercosul (Honório, 2009). Despite their geographical proximity, these regions have significant linguistic and cultural differences, so these factors can pose challenges to business communication, making it relevant to investigate whether Brazilian multinationals opt to standardize or adapt their digital marketing strategies in these markets.

Given this scenario, this research seeks to fill this gap by investigating how Brazilian multinationals structure their digital communication in different countries. The study seeks to answer the following question: do Brazilian multinationals standardize or adapt their social media communication when operating in foreign markets? To accomplish that, we chose to conduct a content analysis, examining the design and content of the Instagram accounts of Brazilian multinationals operating in two different markets: Brazil and Argentina. This analysis followed similar parameters to those established in the research by Rashkova, Moi, Marku, and Cabiddu (2023), who carried out this same investigation by analyzing communications on websites and social media profiles of brands operating in the Italian and Russian markets.

## Standardization Versus Adaptation

When expanding their operations to the international market, companies face a common challenge regarding marketing decisions: prioritizing the standardization of their communication, even in different countries, or adapting their marketing strategies to the different markets to seek better results. These are the so-called standardization and adaptation strategies of international marketing (Griffith, Lee, Yeo, Calantone, 2014). The

choice of which international communication strategy to follow consists of adapting advertising campaigns to the characteristics of local target audiences or globalizing their communication by producing standardized campaigns on an international scale (Yap & Yazdanifard, 2014). In a systematic review of the literature on this subject, researchers Schmid and Kotulla (2011) noted that studies on standardization and adaptation strategies in international marketing have been carried out for over 50 years. However, no consensus exists on when and why each should be applied.

The standardization strategy is defended because its primary benefit is cost reduction, achieved through economies of scale, since this strategy brings lower costs in design, campaign creation, and management complexity (Ryans et al., 2003). In the literature, other studies have sought to recommend standardization strategies. For Pae, Samiee, and Tai (2002), the strategy should be implemented when there is a high level of familiarity between the foreign consumer and the brand. Katsikeas, Samiee, and Theodosiou (2006) indicate that companies should standardize their marketing strategies in different countries when they present similarities in regulatory conditions, customs and traditions, consumer characteristics, and level of market competitiveness. Lim, Acito, and Rusetski's (2006) research also recommends standardization when there is a high potential for economies of scale in marketing.

The benefits pointed out as a result of the standardized strategy go beyond monetary savings. Some studies show that standardization reinforces a unique brand identity that is easily recognizable in different markets, which is especially beneficial for large multinationals that want to consolidate a global image (Akgün, Keskin, Ayar, 2014). According to Schilke, Reimann, and Thomas (2009), adopting standardization can lead to increased performance, especially in the case of large companies with a homogeneous product line and a strong global market presence, adopting a cost leadership strategy and robust coordination skills. Another argument favoring standardization is the perception that the world is becoming progressively homogeneous, mainly due to advances in communication and technology. This leads to a greater similarity in consumer culture, with consumers globally sharing their preferences, needs, desires, and demands (Brei, D'Avila, Camargo, Engels, 2011).

On the other hand, the adaptation of marketing communications may become necessary due to the micro and macro differences from one country to another, ranging from the language spoken to the behavior, political system, and level of economic development of nations (Yalcin, Singh, Dwivedi, Apil, Sayfullin, 2011). Such cultural differences can influence the success of marketing communication actions, as analyzed by Krolikowska and Kuenzel (2008), whose study showed that consumers in the Asian market are more influenced by visual advertising messages. Asian markets are more influenced by visual advertising messages, while North America and Northern Europe are dominated by consumers who prefer an informative communication style.

According to Hartmann and Apaolaza-Ibáñez (2013), culture does not significantly impact product, price, and distribution. However, the most significant impact is on promotion, indicating that companies must implement an adapted communication strategy when entering a new cultural environment. In this scenario, standardization gives way to the adaptation strategy, which, in turn, is related to greater gains in conversion levels, customer satisfaction, and increased purchase intent (Chang, 2011). Studies by Schilke, Reimann, and Thomas (2009) conclude that companies must adapt their products to foreign markets when high levels of socio-cultural and economic differences between nations characterize the situation. O'Cass and Julian (2003) propose this as the best strategy for small companies whose products have unique characteristics.

Also, as a counterpoint to the main argument in favour of standardization, those in favour of adaptation point out that a company's fundamental objective is not to reduce costs by standardizing, but rather to achieve long-term profitability by meeting the diverse demands of consumers in different countries (Yap & Yazdanifard, 2014).

Therefore, deciding between standardization and adaptation means weighing up the savings brought about by standardization and the gains brought about by adaptation, and thus identifying which of the two paths represents the best scenario for the company.

## Methodological Procedures

To investigate whether there is a predominance of standardization or adaptation in the international marketing strategies adopted by Brazilian multinationals in the Latin American market, we opted to conduct a content analysis. This methodology is characterized by making it possible to quantify what is qualitative, which is achieved by using quantitative techniques (such as assigning numerical values and creating rating scales) alongside qualitative techniques (such as reading, evaluating, and analyzing texts and images) (Cardoso, Oliveira, Ghelli, 2021).

The content analysis was based on the analysis carried out in the research by Rashkova et al. (2023), from which we extracted the framework for assessing the level of adaptation or standardization of social networks, exemplified in Table 1. In it, factors such as page design, content, and product descriptions are evaluated so that they receive score points according to their level of adaptation. Ultimately, the brand is classified on a scale ranging from 0 to 100, in which scores 0-50 equate to a scenario in which the standardization strategy has been applied, while scores 51-100 indicate a scenario in which marketing communications have been adapted.

**Table 1:**  
*Framework for analyzing social media content*

1. Page design 25 points	Codification guidelines
1.1 Avatar picture (9 points)	Minor differences 4 points Major differences 9 points
1.2 Design of stories extensions (7 points)	Minor differences 3 points Major differences 7 points
1.3 Celebrity placement (9 points)	Minor differences 4 points Major differences 9 points
2. Content 25 points	
2.1 Company description (8 points)	Same language/different meaning 2 points Translated/same meaning 5 points Translated/different meaning 8 points
2.2 Post description (9 points)	Same language/different meaning 3 points Translated/same meaning 6 points Translated/different meaning 9 points
2.3 Hashtag usage (8 points)	Same language/different meaning 2 points Translated/same meaning 5 points Translated/different meaning 8 points

### 3. Product portrayal 30 points

	Same language/different meaning 2 points
3.1 Product name (8 points)	Translated/same meaning 5 points
	Translated/different meaning 8 points
	Same language/different meaning 2 points
3.2 Products description (8 points)	Translated/same meaning 5 points
	Translated/different meaning 8 points
	Same language/different meaning 2 points
3.3 Product slogan (6 points)	Translated/same meaning 4 points
	Translated/different meaning 6 points
3.4 Picture usage (8 points)	Minor differences 3 points
	Major differences 8 points

### 4. Other elements 20 points

4.1 Action buttons (10 points)	Minor differences 5 points
	Major differences 10 points
4.2 E-shop function (10 points)	Minor differences 5 points
	Major differences 10 points

**Note.** Source: Rashkova, Y., Moi, L., Marku, E., & Cabiddu, F. (2023). Online integrated marketing communication strategies of international brands: standardization vs. adaptation approaches. *Journal of Marketing Communications*, 30(7), 1–24.

The sample was selected based on the companies that the Dom Cabral Foundation included in the 2023 International Value Creation ranking (Barakat et al., 2023). The top 100 Brazilian multinationals in the ranking were analyzed and filtered in order to select companies that met the following criteria: a) companies operating in the Brazilian and Argentinian markets and with a distinct Instagram profile for each of these regions; b) companies that produce and/or sell consumer goods.

The choice to compare the Brazilian and Argentinian markets was because, according to the research report organized by the Dom Cabral Foundation, after the United States (16%), Argentina (13.8%) is the second country in the ranking of the start of internationalization of the participating companies (Barakat et al., 2023).

Secondly, the criteria of evaluating only companies focused on producing consumer goods were since one of the spheres of evaluation defined in the content analysis proposed by Rashkova et al. (2023) is the product description, which could not be applied to service providers.

Content analysis was carried out by two experts invited to take part in the study as judges. Through an electronic questionnaire, each judge was given access to two accounts of the same brand — the first being the Brazilian account, and the second being the account aimed at the Argentinian market or the Latin American market as a whole. In this questionnaire, the judges registered their perceptions, evaluating differences and similarities in each item listed in the framework in Table 1. To ensure the clarity and suitability of the questionnaire, Barbetta's (1994) recommendation was followed, and a pre-test was carried out with a previously selected participant who did not act as a judge. Based on this application, adaptations were made to the questions in order to improve understanding of the items, eliminate ambiguities, and avoid wording that could induce value judgments. Once the answers had been collected, one of the study's authors acted as a third judge only in categories where the deviation of the scores was equal to or greater than 3 points, to standardize the results.

Although the framework offers a scale from 0 to 100, it was not possible to evaluate all the categories for all the brands. For this reason, evaluators could select the "Not applicable" option if they believe they have insufficient data to compare the two profiles in a given category. In cases like this, the total score for the category was disregarded, and the transition threshold between the standardization and adaptation strategies was changed. For example, in cases where it was not possible to assess differences between the e-Shop function, 10 points were excluded from the scale, which then became 0-90, and, in this case, companies with a score of 0-45 were considered standardized. In contrast, scores of 46 or more were considered adapted.

## Results

To conduct the research, we searched for the official profiles of each of the 100 brands in the international value generation ranking. This search was carried out using the Instagram social network search engine, visiting the companies' websites, and searching for links that led to their profiles. In the case of brands that did not have a specific Instagram profile for Brazil and another for Argentina or the Latin American market, the company was disregarded from the analysis. At the end of this search, 15 of the 100 companies surveyed (15%) met the requirements. The analysis framework, however, proposes evaluating factors such as product name, product slogan, and illustrative images, making it impossible to assign scores to the profiles of companies that provide services, such as software suppliers. Therefore, 5 of the 15 profiles were discarded from the analysis. Table 2 summarizes the results obtained after applying the criteria used for their selection and Appendix A presents the list of Instagram accounts included in the analysis..

**Table 2:**  
*Sample selection for content analysis*

Results of applying the search criteria	
Companies in the internationalization ranking	100
Companies with different profiles for Brazil and Argentina/Latam	15
Companies that produce and/or sell consumer goods	10

The profiles that met the criteria were then evaluated according to the framework proposed by Rashkova et al. (2023), which is an adaptation of Harris and Attour (2003) and Whitelock and Chung (1989), by analyzing the content of the social networks and assigning scores following the framework of their research. For example, one of the twelve criteria evaluated was the company's avatar picture on the social network. In cases where the Brazilian profile image had major differences from the foreign profile image, 9 points were added to the adaptation scale. When there were minor differences, 4 points were added. If the image was identical on both profiles, no points were awarded.

Thus, at the end of the analysis, it was possible to arrive at a scenario in which all 10 companies analyzed were classified as adopting the communication adaptation strategy. However, because they are distributed along the scale with different scores, the authors of this study propose three subcategories for analyzing the level of adaptation of international communication: slightly adapted, moderately adapted, and highly adapted. The results are distributed as shown in Table 3:



**Table 3:**  
*Results of the content analysis*

Company	Score (%)	Strategy adopted
Jacto Divisão Portáteis	57	Slightly adapted
Agrocete Indústria de Fertilizantes Ltda	57	Slightly adapted
Gauss Industria e Comercio Ltda	69	Slightly adapted
Gerdau	80	Moderately adapted
Empresas Arteccla	82	Moderately adapted
BR Goods Industria e Comercio de Produtos Hospitalares Eireli	85	Moderately adapted
Tury do Brasil Ind.Com. Ltda	88	Moderately adapted
Farben S.A. Indústria Química	93	Highly adapted
Castilho Artefatos de Borracha	96	Highly adapted
JBS	100	Highly adapted

Jacto, a Brazilian company that sells cleaning and sanitizing machines for agriculture, is one of the companies with a slightly adapted profile. On the two pages analyzed, similarities were visible, such as the same image for the company profile; the translated description with the same meanings; and posts using images with minor differences and captions only translated from one language to the other, while maintaining the same message. This level of similarity in communications in the two countries can be seen in Figure 1.

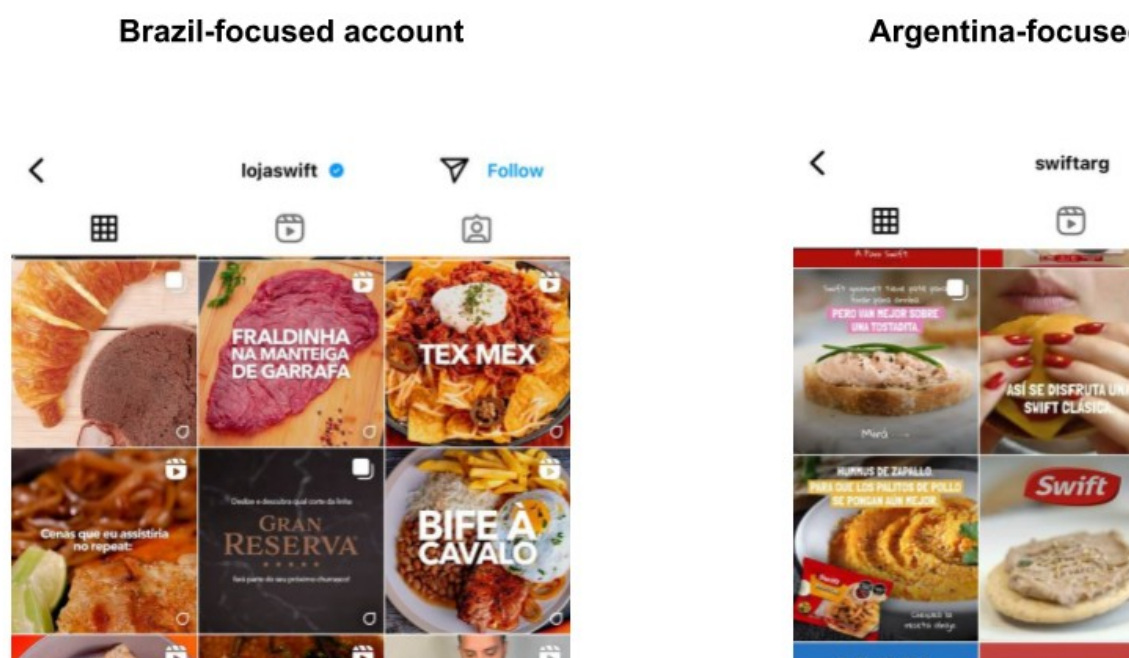


**Figure 1. Comparison of Jacto Instagram accounts**

Data source: Jacto [@jactobrasil]. (n.d.). Posts [Instagram profile]. Instagram. Retrieved July 24, 2024, from <https://www.instagram.com/jactobrasil/>; Jacto Argentina [@jactoargentina]. (n.d.). Posts [Instagram profile]. Instagram. Retrieved July 24, 2024, from <https://www.instagram.com/jactoargentina/>.

Although it had similarities, some aspects of the brand's marketing communication led it to score as adapted: translated subtitles, descriptions, and product names, as well as images with minor differences between them. It is therefore classified as "slightly adapted" because it still has aspects pointed out in the literature as characteristic of the standardization strategy. In this way, it can be considered a transition category, in which standardization habits are set aside to begin the strategy of adapting marketing communications.

On the other hand, the Instagram profiles of Swift, a brand that sells animal products belonging to the Brazilian group JBS, show a very high level of adaptation to the international market. On its pages, images, publications, celebrities' usage, and featured products were distinctive, as shown in Figure 2. It was possible to find publications in which influencers were used to produce content for the brand's social networks, changing personalities and the focus of the content from one country to another. These characteristics meant that, in the content analysis, the brand profiles were characterized as 100% adapted.



**Figure 2. Swift profile comparison**

Data source: Swift [@lojaswift]. (n.d.). Posts [Instagram profile]. Instagram. Retrieved July 24, 2024, from <https://www.instagram.com/lojaswift/>; Swift Argentina [@swiftarg]. (n.d.). Posts [Instagram profile]. Instagram. Retrieved July 24, 2024, from <https://www.instagram.com/swiftarg/>

It is noticeable that the same visual identity is maintained in the communications of both countries. However, its content is highly adapted to each region in which it operates. Different seasonal strategies could also be seen, since the Argentinian account advertised promotions related to Father's Day in June (figure 3), while the same was not true of the Brazilian account, where Father's Day is only celebrated in August. The adaptation strategy is said to be responsible for increasing customer satisfaction levels, purchase intentions, and conversions in foreign markets. In the social network environment, it can be seen that user interaction is higher on Swift's social networks compared to the Argentine accounts of the other brands analyzed in this study, which supports the theory.





**Figure 3. Publication on Swift's Argentinian account**

Source: Swift Argentina [@swiftarg]. (2024, June 16). "🇨🇷 Si tu papá futbolero no le grita a la tele dándole indicaciones al técnico ¿realmente tenés un papá futbolero? 🤔". [Photo]. Instagram. [https://www.instagram.com/p/C8SyxZ\\_gL3e/](https://www.instagram.com/p/C8SyxZ_gL3e/)

Another scenario observed was that of brands considered by the study to be "moderately adapted". An example is Gerdau, a Brazilian steel industry, seen in Figure 4. In the categories assessed by the content analysis, it was possible to observe levels where adaptation was low — such as keeping the same profile image and the same action buttons in the company description — while in other aspects adaptation was higher, such as creating captions in different languages and with different content and using images with major differences between them. This scenario, shared between Gerdau and three other brands analyzed in the study, shows that even when adapting, aspects of the standardization strategy still demonstrate value to the brands and, therefore, they opt for a mix of strategies.



**Figure 4. Comparison of Gerdaу accounts**  
Data source: Gerdaу [@gerdaу]. (n.d.). Posts [Instagram profile]. Instagram. Retrieved May 06, 2025, from <https://www.instagram.com/gerdaу/>; Gerdaу Argentina [@gerdaуargentina]. (n.d.). Posts [Instagram profile]. Instagram. Retrieved May 06, 2025, from <https://www.instagram.com/gerdaуargentina/>

As a way of verifying the occurrence of what the literature says in pointing to the standardization strategy as responsible for reducing costs and the adaptation strategy as a driver of conversion levels and customer satisfaction, we decided to check the placement of these companies in the International Value Creation Ranking (Barakat et al., 2023) and analyze whether there was a pattern by comparing this information with the result of our content analysis. In the Ranking, the closer to 1, the greater the international value creation of that company. The comparison can be seen in Table 4.

**Table 4:**  
*Analyzed Brands by International Value Creation Ranking Position*

Company	Ranking position	Classification
Empresas Artecola	2	Moderately adapted
Gerdaу	8	Moderately adapted
Gauss Industria e Comercio Ltda	20	Slightly adapted
JBS	25	Highly adapted
Farben S.A. Indústria Química	29	Highly adapted
Jacto Divisão Portáteis	38	Slightly adapted
Agrocete Indústria de Fertilizantes Ltda	47	Slightly adapted
Castilho Artefatos de Borracha	68	Highly adapted
BR Goods Industria e Comercio de Produtos Hospitalares	90	Moderately adapted
Eireli	90	Moderately adapted
Tury do Brasil Ind.Com. Ltda	93	Moderately adapted

In this case, it is not possible to observe relationship patterns between the two pieces of information. In our analysis, both the brand with the best ranking and the brand with the lowest ranking are "moderately adapted". In order to verify the proposition in the literature that the adaptation strategy can result in higher conversion rates and customer loyalty, it was assumed that companies classified as "highly adapted" would occupy the top positions in the ranking analyzed, which was not confirmed in this study. This result, however, does not invalidate the existence of the benefits pointed out in the literature, but indicates that a more in-depth understanding, based on additional data internal to the companies, not accessible in this research, would be necessary for a more accurate assessment.

## Conclusions

This study sought to answer whether Brazilian multinationals tend to standardize or adapt their marketing communication when expanding to foreign countries, focusing on Instagram accounts aimed at the Brazilian and Argentine audiences. When analyzing the Brazilian companies in the 2023 international value generation ranking, there was a clear preference for adaptation, with 100% of the companies analyzed opting for flexible marketing communication strategies for different markets. This result shows that the marketing decision-makers at Brazilian multinationals may be concerned about the cultural and linguistic differences between Brazil and its neighboring countries. Also, there is a preference for a strategy that brings higher levels of sales conversion and greater customer satisfaction, to the detriment of standardization, which is marked by lower costs and economies of scale. Based on the findings, a categorization of the levels of adaptation of marketing communication on social networks was proposed, consisting of three sub-levels: "slightly adapted", "moderately adapted", and "highly adapted". The first represents a transitional stage, with a predominance of standardized elements; the second indicates a balanced mix between standardization and adaptation; and the third reflects a strategy of total customization of messages and content.

With this study, we can contribute to discussions about international marketing and the adoption of standardization and adaptation strategies in different markets. The main reason is that it provides an overview of the Latin American market and shows Brazilian companies' preference for adaptation strategies. However, this research has limitations and therefore suggests future research to broaden the discussion in the area. Expanding the number of companies analyzed will make it possible to investigate whether the results observed in this study are maintained and whether there is a tendency towards standardization or adaptation in specific markets. It is also possible to expand the investigation to countries other than Argentina, checking whether Brazilian companies move from one strategy to another depending on the country in which they operate. Finally, it is possible to advance the analysis by evaluating whether Brazilian companies perceive an increase in conversion levels and customer satisfaction as they increase the level of adaptation of their communications on social networks.

### RIMAR Note

A preliminary version of this article was presented at the 44th SEMAD – Administrator's Week at UEM, in 2024, and underwent a fast-track process for publication in RIMAR.

## References

- Akgün, A. E., Keskin, H., & Ayar, H. (2014). Standardization and Adaptation of International Marketing Mix Activities: a Case Study. *Procedia - Social and Behavioral Sciences*, 150(150), 609–618.
- Barakat, L. L., Botelho, M., Alvim, F., Alkmim, A. V., Rezende, O., Drummond, A., & Alves, F. (2023). *Trajetórias FDC de Internacionalização das Empresas Brasileiras*. Fundação Dom Cabral. <https://trajetoriasinternacionais.fdc.org.br/>
- Barbetta, P. A. (1994). *Estatística aplicada as ciencias sociais*. Editora Da Ufsc, Universidade Federal De Santa Catarina.
- Berthon, P. R., Pitt, L. F., Plangger, K., & Shapiro, D. (2012). Marketing Meets Web 2.0, Social media, and Creative consumers: Implications for International Marketing Strategy. *Business Horizons*, 55(3), 261–271. <https://www.sciencedirect.com/science/article/abs/pii/S0007681312000080>
- Brei, V. A., D'Avila, L., Camargo, L. F., & Engels, J. (2011). The influence of adaptation and standardization of the marketing mix on performance: a meta-analysis. *BAR - Brazilian Administration Review*, 8(3), 266–287.
- Cardoso, Mm. R. G., Oliveira, G. S. de, & Ghelli, K. G. M. (2021). Análise de conteúdo: uma metodologia de pesquisa qualitativa. *Cadernos Da FUCAMP*, 20(43). <https://revistas.fucamp.edu.br/index.php/cadernos/article/view/2347>
- Chang, H.-J. (2011). Multinationals on the web: Cultural similarities and differences in English-language and Chinese-language website designs. *Journal of the American Society for Information Science and Technology*, 62(6), 1105–1117. <https://doi.org/10.1002/asi.21515>
- Evans, J., Mavondo, F. T., & Bridson, K. (2008). Psychic distance: antecedents, retail strategy implications, and performance outcomes. *Journal of International Marketing*, 16(2), 32–63. <https://doi.org/10.1509/jimk.16.2.32>
- Gerdau [@gerdau]. (n.d.). Posts [Instagram profile]. Instagram. Retrieved May 06, 2025, from <https://www.instagram.com/gerdau/>
- Gerdau Argentina [@gerdauargentina]. (n.d.). Posts [Instagram profile]. Instagram. Retrieved May 06, 2025, from <https://www.instagram.com/gerdauargentina/>
- Griffith, D. A., Lee, H. S., Yeo, C. S., & Calantone, R. (2014). Marketing process adaptation. *International Marketing Review*, 31(3), 308–334. <https://doi.org/10.1108/imr-06-2013-0113>
- Harris, G., & Attour, S. (2003). The international advertising practices of multinational companies. *European Journal of Marketing*, 37(1/2), 154–168. <https://doi.org/10.1108/03090560310454028>
- Hartmann, P., & Apaolaza-Ibáñez, V. (2013). Desert or rain: Standardisation of green advertising versus adaptation to the target audience's natural environment. *European Journal of Marketing*, 47(5/6), 917–933. <https://doi.org/10.1108/03090561311308091>
- Honório, L. C. (2009). Determinantes organizacionais e estratégicos do grau de internacionalização de empresas brasileiras. *Revista de Administração de Empresas*, 49(2), 162–175. <https://doi.org/10.1590/s0034-75902009000200004>
- Jacto [@jactobrasil]. (n.d.). Posts [Instagram profile]. Instagram. Retrieved July 24, 2024, from <https://www.instagram.com/jactobrasil/>
- Jacto Argentina [@jactoargentina]. (n.d.). Posts [Instagram profile]. Instagram. Retrieved July 24, 2024, from <https://www.instagram.com/jactoargentina/>
- Katsikeas, C. S., Samiee, S., & Theodosiou, M. (2006). Strategy Fit and Performance Consequences of International Marketing Standardization. *Strategic Management Journal*, 27(9), 867–890. <https://www.jstor.org/stable/20142381>
- Krolikowska, E., & Kuenzel, S. (2008). Models of advertising standardisation and adaptation: it's time to move the debate forward. *The Marketing Review*, 8(4), 383–394. <https://doi.org/10.1362/146934708x378668>

- Levitt, T. (1983). *The globalization of markets*. Harvard Business Review. <https://hbr.org/1983/05/the-globalization-of-markets>
- Lim, L. K. S., Acito, F., & Rusetski, A. (2006). Development of archetypes of international marketing strategy. *Journal of International Business Studies*, 37(4), 499–524. <https://doi.org/10.1057/palgrave.jibs.8400206>
- O'Cass, A., & Julian, C. (2003). Modelling the Effects of Firm-Specific and Environmental Characteristics on Export Marketing Performance. *Journal of Global Marketing*, 16(3), 53–74. [https://doi.org/10.1300/j042v16n03\\_04](https://doi.org/10.1300/j042v16n03_04)
- Pae, J. H., Samiee, S., & Tai, S. (2002). Global advertising strategy. *International Marketing Review*, 19(2), 176–189. <https://doi.org/10.1108/02651330210425024>
- Rashkova, Y., Moi, L., Marku, E., & Cabiddu, F. (2023). Online integrated marketing communication strategies of international brands: standardization vs. adaptation approaches. *Journal of Marketing Communications*, 30(7), 1–24. <https://doi.org/10.1080/13527266.2023.2177710>
- Roth, M. S. (1995). Effects of Global Market Conditions on Brand Image Customization and Brand Performance. *Journal of Advertising*, 24(4), 55–75. <https://www.jstor.org/stable/4188989>
- Ryans, J. K., Griffith, D. A., & White, D. Steven. (2003). Standardization/adaptation of international marketing strategy. *International Marketing Review*, 20(6), 588–603. <https://doi.org/10.1108/02651330310505204>
- Santos, R. S. (2019). A estratégia de internacionalização e o papel da cultura: o caso L'Oréal [Dissertation]. In *Handle.net*. <http://hdl.handle.net/10773/28145>
- Schilke, O., Reimann, M., & Thomas, J. S. (2009). When Does International Marketing Standardization Matter to Firm Performance? *Journal of International Marketing*, 17(4), 24–46. <https://doi.org/10.1509/jimk.17.4.24>
- Schmid, S., & Kotulla, T. (2011). 50 years of research on international standardization and adaptation—From a systematic literature analysis to a theoretical framework. *International Business Review*, 20(5), 491–507. <https://doi.org/10.1016/j.ibusrev.2010.09.003>
- Song, J. (2021). Global standardization and local adaptation of marketing ---A critical review of the literature. *Journal of Business Administration Research*, 4(2). <http://dx.doi.org/10.30564/jbar.v4i2.2887>
- Swift [@lojaswift]. (n.d.). Posts [Instagram profile]. Instagram. Retrieved July 24, 2024, from <https://www.instagram.com/lojaswift/>
- Swift Argentina [@swiftarg]. (n.d.). Posts [Instagram profile]. Instagram. Retrieved July 24, 2024, from <https://www.instagram.com/swiftarg/>
- Swift Argentina [@swiftarg]. (2024, June 16). "🏆 Si tu papá futbolero no le grita a la tele dándole indicaciones al técnico ¿realmente tenés un papá futbolero? 🤔". [Photo]. Instagram. [https://www.instagram.com/p/C8SyxZ\\_gL3e/](https://www.instagram.com/p/C8SyxZ_gL3e/)
- Whitelock, J., & Chung, D. (1989). Cross-Cultural Advertising. *International Journal of Advertising*, 8(3), 291–310. <https://doi.org/10.1080/02650487.1989.11107112>
- Yalcin, S., Singh, N., Dwivedi, Y. K., Apil, A. R., & Sayfullin, S. (2011). Culture and localization on the web: Evidence from multinationals in Russia and Turkey. *Journal of Electronic Commerce Research*, 12(1). [https://www.researchgate.net/publication/268347869\\_Culture\\_and\\_localization\\_on\\_the\\_web\\_Evidence\\_from\\_multinationals\\_in\\_Russia\\_and\\_Turkey](https://www.researchgate.net/publication/268347869_Culture_and_localization_on_the_web_Evidence_from_multinationals_in_Russia_and_Turkey)
- Yap, S. P. W., & Yazdanifard, R. (2014). Comparison on the Impact of Standardization and Adaptation on International Marketing. *Journal of Research in Marketing*, 3(1), 250.



## APPENDIX A

*List of accounts evaluated during the study*

Brand	Account 1	Account 2
Empresas Arteccla	@artecclaquimica	@artecclargentina
Gerdau	@gerdau	@gerdauargentina
Gauss Industria e Comercio Ltda	@gaussindustria	@gausspartes
JBS	@lojaswift	@swiftarg
Farben S.A. Indústria Química	@tintasfarben	@farbenargentinaoficial
Jacto Divisão Portáteis	@jactobrasil	@jactoargentina
Agrocete Indústria de Fertilizantes Ltda	@agrocetebrasil	@agrocetelatam
Castilho Artefatos de Borracha	@castilhoind	@castilhocorp
BR Goods Industria e Comercio de Produtos Hospitalares Eireli	@amend_oficial	@amend_latam
Tury do Brasil Ind.Com. Ltda	@turybrasil	@tury.latinoamerica

## Authors

**1. Leonardo Bordin de Oliveira**, MBA in Management and Organizational Performance from the State University of Maringá, Master's student in the Graduate Program in Business Administration at the State University of Maringá (UEM), Brazil.

**2. Vitor Koki da Costa Nogami**, Ph.D. in Business Administration from the University of São Paulo (USP). Professor in the Department of Management Sciences, and in the Graduate Program in Business Administration at the State University of Maringá (UEM), Brazil.

## Contribution of each author

Contribution	Leonardo Oliveira	Vitor Nogami
1. Definition of research problem	✓	
2. Development of hypotheses or research question (in case of empirical studies)	✓	
3. Development of theoretical propositions (in case of theoretical work)		
4. Theoretical foundation / literature review	✓	
5. Definition of methodological procedures	✓	✓
6. Data collection	✓	✓
7. Analysis and interpretation of data (when applied)	✓	✓
8. Revision of the manuscript	✓	✓
9. Manuscript writing	✓	