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INTRODUCTION

When companies choose to expand beyond their domestic markets, they are often faced with important strategic decisions regarding whether to present the same brand identity worldwide (global branding) or to modify the brand identity and marketing approach for each country in which they operate. This major question of whether to use a single global brand or develop multiple local brands represents one of the most significant aspects of international marketing and has a substantial influence on the overall success of a company's business activities.

A global brand is a brand, product, or service that has widespread recognition, presence, and reputation throughout the world, or at least in most key global regions, and whose value, image, and offerings remain relatively consistent across geographic boundaries.

At the same time, a global branding strategy does not eliminate opportunities for localization. For instance, The North Face, a global brand offered by the technologically advanced outdoor products manufacturer that is part of VF Corporation, has recently launched the "Asian Fit" line in China to better accommodate the sizing preferences of Asian consumers. This modification is clearly indicated on the product label.

Many businesses implement global branding strategies in which all aspects of branding—including products, logos, marketing messages, and complete brand identities—remain similar across markets worldwide. The objective is to ensure that consumers around the globe recognize the same brand and associate it with consistent value, regardless of where they live.

Examples of successful companies demonstrating a strong use of global branding include Nike. In its annual report, Nike reported total revenue of \$46.3 billion in 2024, supported by consistent branding campaigns such as "Just Do It," promoted through television, radio, and digital media with minimal variation across different markets. This consistency has enabled Nike to strengthen its social media presence, gain visibility at major sporting events worldwide, and establish retail operations in the majority of countries through its global store chain model.

Apple is another notable example. While many companies adopt significantly different advertising approaches across various parts of the world, Apple has maintained a strong and consistent core brand message centered on innovation, simplicity, and high-quality design, regardless of whether it is advertising in Tokyo, London, or New York City. In the four-quarter period ending 2024-09-28, Apple sold approximately 215 million iPhones worldwide and generated nearly \$383 billion in revenue across all markets combined. This consistency in brand strategy is one of the key factors that has made Apple one of the most recognized brands internationally.

Conversely, many companies do not adopt a single-message-fits-all approach. Numerous firms have achieved success through extensive localization of their brands across different cultures worldwide. A strong example is Anta Sports, a domestic Chinese sportswear company that has established a market position distinct from Nike or Adidas.

Anta combines culture and community in its local marketing campaigns. These often include promotions centered on national sporting events and feature prominent Chinese athletes who are admired as role models by the consumers the company aims to reach. By 2023, Anta's revenue reached ¥62.4 billion (approximately \$8.65 billion), growing at a faster rate than Nike in the Chinese market and representing approximately 23% of the Chinese sports apparel market.

Xiaomi began as a Chinese consumer electronics company and built its brand through close monitoring of local user feedback on online forums, adapting its product offerings based on customer requests. In 2024, Xiaomi's total revenue was reported at ¥365.9 billion, approximately 35% higher than in 2022. Xiaomi markets its products in non-Chinese markets by emphasizing product value in relation to local purchasing habits rather than applying a single international marketing strategy.

These contrasting approaches to branding encourage both researchers and practitioners to examine the importance of strategies used in developing global and local brands. Scholars have long debated whether multinational corporations should apply standardized or adapted marketing strategies worldwide. However, relatively few studies have directly compared global corporations with strong local brands, and in many industries there remains limited research comparing the performance of multinational corporations with successful domestic competitors.

The goal of this study is to address this knowledge gap by examining the effects of global and local branding strategies on consumer perceptions and market performance in international markets through selected brand case studies, with particular focus on the sportswear and consumer electronics industries.

The primary research question of the study is: In what ways do global versus local branding strategies influence consumer perception and market performance in international markets?



To answer this question, the study compares multinational brands with highly standardized branding (such as Nike and Apple) to locally rooted successful brands (such as Anta and Xiaomi), focusing on differences in marketing approaches, consumer engagement, and measurable business outcomes. This comparison is important not only for scholars but also for managers who must determine how to position their brands internationally.

LITERATURE REVIEW

Over the years, marketing scholars have actively engaged in the debate between global and local branding. In recent years, this discussion has become even more relevant due to developments in digital technology, global distribution channels, and the rapid growth of emerging markets. One of the most widely cited arguments in the literature is that global branding creates competitive advantages through consistency, efficiency, and economies of scale. David Aaker argues that the more consistent a brand remains over time, the greater its long-term value becomes. Strong brands benefit from consistency because consumers worldwide clearly understand what the brand represents and what it offers. This perspective lies at the core of many multinational corporations that prefer to maintain one unified global image rather than develop multiple local identities.

Some empirical studies support this view. Aysegul Özsumer and Selin Altaras conducted research on global branding across 14 countries over two waves spanning approximately 20 years. Their findings indicated a strong relationship between local consumer familiarity with a global company's name and the level of trust placed in that company, particularly when firms invested sufficiently in local advertising. The study also found that global brands were better known and more respected by consumers in 2021 than they had been in 2002. This suggests that global advertising has become more effective over time, largely because consumers now have broader access to international media through the internet and increased international travel opportunities.

It has also been suggested that consumers worldwide have become increasingly homogeneous, allowing firms to implement more efficient global marketing campaigns. Scholars such as Cătălin Dimofte and Irina Drăgan emphasize that understanding common global consumer trends can improve campaign efficiency.

However, a growing body of literature indicates that cultural factors continue to play a highly significant role in consumer behavior, and many marketing campaigns may lose effectiveness when they fail to account for local cultural contexts. Referring to research by Jan-Benedict E. M. Steenkamp, it has been argued that while many consumers understand the messages communicated by global brands, fewer consumers necessarily prefer to purchase them. In countries with strong cultural identities, such as China, India, and Brazil, local brands often perform more successfully when promoted through culturally relevant marketing strategies.

Research further suggests that the more closely a product aligns with the cultural values and preferences of a specific country, the greater its likelihood of success. This may require offering significantly different versions of the same product across markets, indicating that firms sometimes face a strategic trade-off between cultural alignment and global brand consistency. Consumers in culturally conscious markets often prefer products perceived as national or locally connected rather than those viewed as distant global alternatives. Therefore, in certain markets, promoting a strong local brand can be an especially effective marketing strategy.

Consumer behavior and marketing studies suggest that numerous additional factors—including price, the value consumers assign to a product, and the cultural meaning they attribute to it—play a significant role in determining how a brand is positioned in the global marketplace. For example, in the study *Exploring Cross-Cultural Consumer Behavior* by Zhang and Khare (2022), the authors found that consumers in emerging markets place substantially greater value on products that offer strong value for money and that reflect the cultural context of their countries. By contrast, consumers in developed markets tend to assign relatively lower importance to these same attributes. As a result, a global brand with a premium price position and a standardized product range may not achieve the same level of success in every market.

Another concept that has gained increasing attention in recent marketing research is the perceived localness of a brand. Swoboda, Pennemann, and Taube argue that even for major global corporations, localness can become an effective marketing instrument when supported by appropriate brand communication and localized sales activities. Their study suggests that a hybrid strategy—combining a globally standardized product and value proposition managed by headquarters with selective local adaptation implemented by regional subsidiaries—can often generate significantly higher consumer awareness, stronger brand associations, and greater preference than relying solely on pure global standardization or purely local branding.

Consumer goods companies increasingly expand their market presence through such hybrid strategies that combine both global and local elements. A notable example can be seen in multinational companies operating in China's fast-moving consumer goods sectors. Research has documented how companies such as Starbucks and Coca-Cola maintain a recognizable global image that reflects their core "brand DNA," while simultaneously adapting store design, seasonal product offerings, and marketing communication on platforms such as WeChat and Sina Weibo to local consumer preferences in China.



An important conclusion from this stream of research is that global and local branding should not necessarily be viewed as mutually exclusive alternatives, but rather as points along a strategic continuum from which companies may select the most suitable combination.

Although substantial knowledge exists regarding the drivers of both global brand success and local brand success, two major gaps remain in the current literature. First, much of the existing research focuses either on theoretical models that simplify real-world business dynamics or on specific country-to-country comparisons. Consequently, relatively limited research examines the practical impact of branding strategies that firms actually implement across entire product categories and industries.

Second, there is still limited comparative analysis of the different marketing strategies employed by large diversified global corporations and strong domestic firms in developing markets. Existing studies often focus either on global firms operating independently in home and host markets or on the success of local firms only within their domestic environment, with relatively little comparison between firms that possess comparable scale, reach, and resources across different contexts.

This study seeks to address both gaps by investigating a representative sample of globally recognized brands—such as Nike and Apple—and strong local competitors such as Anta Sports and Xiaomi. Comparative analysis of these global and local brands enables the examination of how different branding strategies are applied and how they relate to key performance indicators, consumer attitudes, and competitive positioning.

RESEARCH METHODOLOGY

This study adopts a comparative case study design to analyze differences between global and local branding strategies. Companies from the sportswear and consumer electronics industries were selected because these sectors are highly brand-dependent and include both dominant global players and strong local competitors. Therefore, these industries provide an appropriate context for comparing alternative branding strategies and market orientations.

Case Selection

Four companies were selected because they represent two contrasting branding approaches:

Nike – a highly globalized brand in the sportswear industry.

Apple – a globally standardized brand in consumer electronics.

Anta Sports – a strong domestic Chinese sportswear brand expanding internationally.

Xiaomi – a Chinese electronics brand characterized by local adaptation and growing global market share.

These companies were chosen because of the contrasting nature of their branding strategies. Some global corporations maintain highly standardized brand portfolios, whereas local competitors adopt adaptive branding approaches suited to domestic market environments. Several of these firms have achieved notable success through either strong standardization or effective localization.

Data Sources

The study is based on secondary data collected from multiple reliable sources, including:

Company annual reports (Nike 2024, Apple 2024, Anta 2023, Xiaomi 2024);

Market research databases such as Statista and Euromonitor International;

Academic articles published during 2021–2025 related to branding, international marketing, and consumer behavior;

Credible business media and industry analysis, including China Daily and sector-specific analytical platforms.

Using multiple data sources allows cross-verification of evidence, reduces bias associated with reliance on a single source, and strengthens the validity of the study's conclusions.

Variables and Measures

To compare brands across industries, several analytical variables were constructed.

Independent Variables (Brand Strategy Factors)

Brand globalization – degree of consistency in brand identity, messaging, and positioning across markets;

Cultural flexibility – extent of adaptation in communication, product features, or services to local cultural needs;

Pricing policy – premium, value-based, or mixed pricing orientation;

Communication method – balance between global and local promotional activities;

Market positioning strategy – leadership, premium, or mass-market orientation.

Dependent Variables (Performance and Perception Indicators)

Market penetration rate – share of customers using the brand within a region;

Consumer perception – familiarity, trust, and positive attitudes toward the brand;

Brand loyalty – retention and repurchase intentions;



Competitive standing – relative market position compared with competitors.

Analytical Approach

A mixed-method approach combining quantitative and qualitative analysis was employed.

Quantitative Analysis

Comparisons of market share, revenue, and sales volume were conducted using company reports and industry databases.

Qualitative Analysis

Marketing campaigns, pricing strategies, customer engagement methods, and adaptation to local needs were examined through company press releases, advertisements, and public communications.

Justification of the Methodology

The comparative case study method was considered appropriate because it:

Enables strong cross-company comparisons in highly brand-dependent industries;

Demonstrates the effects of strategic branding differences;

Provides practical insights for managerial decision-making;

Allows detailed contextual analysis using accessible secondary data;

Offers a framework for evaluating trade-offs between cost efficiency, global visibility, and customer acceptance.

By integrating quantitative and qualitative findings, the study evaluates how strategic branding choices influence both consumer perceptions and business performance.

ANALYSIS AND RESULTS

This section presents a comparison of global and local branding strategies using revenue, market share, and marketing practices for the selected companies: Nike, Apple, Anta, and Xiaomi. The analysis is based on financial reports, industry databases, and verified media sources (Table 1).

Table 1. Comparison of the Revenue of Global and Local Brands

Brand	2023 Revenue (USD)	2024 Revenue (USD)	Year-on-Year Growth	Source
Nike	44.5 B	46.3 B	+4%	Nike Annual Report 2024
Apple	378 B	383 B	+1.3%	Apple Annual Report 2024
Anta Sports	7.45 B	8.65 B	+16%	China Daily / Kr-Asia
Xiaomi	271 B CNY (~39.5 B USD)	365.9 B CNY (~53.3 B USD)	+35%	EcommerceUpdate.org

Source: Nike (2024); Apple (2024); Anta (2023); Xiaomi (2024).

Nike and Apple maintain substantial global revenues; however, their growth rates are relatively moderate compared to strong local brands operating in emerging markets.

Anta Sports and Xiaomi demonstrate strong growth in domestic markets, reflecting the effectiveness of local adaptation strategies and culturally relevant marketing approaches (Table 2).

Table 2. Market Share Analysis (China Example)

Brand	Market Share (Sportswear)	Market Share (Electronics)	Source
Nike	20.7%	–	Euromonitor
Anta Sports	23.0%	–	Euromonitor
Apple	–	20.0%	IDC 2025
Xiaomi	–	13.1%	IDC 2025

Source: Euromonitor (2024); IDC (2025).

As can be seen from the table, local brands such as Anta Sports and Xiaomi outperform global competitors in certain market segments due to stronger cultural alignment, more flexible pricing strategies, and locally tailored marketing activities. Global brands continue to maintain strong recognition and prestige; however, they may experience slower adoption in price-sensitive or culturally distinctive markets.

3. Marketing Approach Observations

An analysis of how these companies manage marketing reveals clear differences between global and local brands. These differences extend beyond advertising campaigns and include the broader ways in which brands



are built, positioned, and connected with consumers. Global brands generally rely on standardized strategies designed to function consistently across many markets.

For example, Nike applies its well-known “Just Do It” concept globally with only limited adaptation, such as changes in language or the athletes featured in advertisements. The central message—self-improvement, ambition, and achievement—remains largely universal. This consistency strengthens brand recognition and may also reduce marketing costs by avoiding the need to redesign campaigns for each country.

Apple follows a similar model. Its product launches and promotional campaigns consistently emphasize minimalist design, innovation, and user-friendly technology. Even in markets with distinct cultural preferences, Apple generally preserves the same premium global identity. This strategy reinforces exclusivity and supports premium pricing across international markets.

By contrast, local brands such as Anta Sports place greater emphasis on themes that are directly relevant to domestic consumers. Anta incorporates elements of Chinese culture into its campaigns, including partnerships with national athletes and sponsorship of locally significant sporting events. Rather than promoting a broad global narrative, the company builds a more personal and culturally connected relationship with consumers. This can strengthen emotional attachment and brand loyalty.

Xiaomi represents another adaptive model. The company places strong emphasis on digital interaction, communicating directly with consumers through online communities and feedback platforms. Instead of relying solely on one-way promotional messaging, Xiaomi uses customer input to refine products, services, and communication strategies. This creates a dynamic branding model that responds quickly to changing consumer needs.

Overall, the global branding approach prioritizes consistency, scale, and long-term recognition, while local branding emphasizes flexibility, relevance, and close consumer connection. In practice, successful international marketing often requires balancing these two approaches depending on the specific characteristics of each market.

4. Consumer Perception and Loyalty

Consumer perception of brands is closely linked to the marketing differences discussed earlier and has a significant influence on long-term customer loyalty. Loyalty is determined not only by product quality, but also by the extent to which a brand aligns with cultural expectations, responds to price sensitivity, and creates emotional connections with consumers.

Global brands such as Nike and Apple benefit from strong international recognition. Consumers often associate these brands with reliability, innovation, prestige, and aspirational lifestyles. In developed markets particularly, purchasing such brands may symbolize social status or lifestyle preferences. As a result, many consumers remain loyal despite premium pricing.

However, this pattern does not apply equally across all markets. In emerging economies, where purchasing power may be more limited, consumers often place greater emphasis on value for money. In these contexts, global brands may be perceived as expensive or less aligned with everyday consumer needs. Although brand awareness remains high, repeat purchases and long-term loyalty may be lower among price-sensitive segments.

Local brands frequently perform better in emotional and cultural dimensions because they align more closely with domestic traditions, values, and consumer expectations. For example, Anta Sports positions itself through themes of national pride and support for local athletes, creating trust and a stronger sense of belonging among consumers. Such cultural familiarity can be difficult for global competitors to replicate. This connection often strengthens loyalty, particularly in markets where cultural identity strongly influences purchasing behavior.

Xiaomi combines affordability with active consumer engagement to build repeat purchasing behavior. The company offers competitive technical specifications at relatively accessible prices, attracting budget-conscious consumers. At the same time, Xiaomi maintains direct communication with users, allowing them to feel involved in product development and brand evolution. This participatory relationship can increase emotional attachment and customer retention.

Responsiveness is another important factor. Local brands are often able to react more quickly to changing consumer preferences by launching new products, adjusting features, or modifying marketing strategies. This flexibility helps them remain relevant in rapidly changing markets and further strengthens customer loyalty.

Overall, global brands are highly effective in creating aspirational value and prestige, while local brands often outperform in cultural relevance, value perception, and adaptability. Therefore, customer loyalty depends less on brand size alone and more on how effectively the brand responds to the specific needs of each market.

5. Key Findings

1. Revenue growth is higher for local brands in emerging markets despite smaller absolute revenues.
2. Market share data indicate that cultural adaptation and pricing strategies directly influence competitive positioning.



3. Consumer engagement is stronger for brands that combine product relevance with cultural identity.
4. Global consistency and local adaptation should not be viewed as mutually exclusive; hybrid strategies (global identity with local adaptation) often provide balanced advantages.

Brand Stretching in China: Balancing Global and Local Branding

The aim of this study is to examine the global–local branding dilemma within the context of the emerging China market by comparing four internationally recognized brands that have operated in China's sportswear and technology sectors for several years: Nike, Apple, Anta Sports, and Xiaomi.

Advantages of Global Branding

1. Strong International Recognition

Global brands often remain highly memorable across markets. Companies such as Nike and Apple maintain a consistent identity worldwide, making them easily recognizable in different countries. This consistency helps build long-term trust and strengthens overall brand equity.

2. Economies of Scale and Cost Efficiency

Global brands can also achieve cost advantages. By using similar advertising campaigns, product concepts, and communication strategies across markets, they reduce the need to redesign operations for each country. This lowers marketing and production costs while improving efficiency.

3. Premium Positioning

Another major advantage is premium market positioning. Global brands are frequently associated with innovation, prestige, and aspirational lifestyles, allowing them to charge higher prices. Consumers often perceive such brands as symbols of quality and status.

Advantages of Local Branding

1. Stronger Cultural Connection

Local brands often connect more effectively with domestic consumers because they reflect local traditions, values, and preferences. For example, Anta Sports is closely associated with Chinese identity and local consumer expectations, helping the company build trust and emotional closeness in its home market.

2. Flexible Pricing

Local brands can adapt pricing more easily to match local purchasing power. Unlike some global firms that maintain premium pricing strategies, domestic brands are often better positioned to compete in price-sensitive markets.

3. Greater Responsiveness

Local companies can often respond more quickly to changing consumer trends, economic conditions, and customer feedback. Xiaomi, for example, has built success through rapid product adjustments, user feedback integration, and flexible marketing responses. This agility is a major competitive advantage.

3. The Case for Hybrid Strategies

The findings of this study support the hybrid strategy perspective, which suggests that the most effective approach is often a balance between worldwide consistency and local flexibility. Global brands can preserve their core identity while adapting selected elements—such as advertising, product features, or distribution channels—to local market conditions.

For instance, Apple maintains the same core brand identity worldwide but adapts to local consumption habits and seasonal demand patterns. Similarly, Nike sometimes uses market-specific campaigns to reflect local events, sports culture, or social trends.

Therefore, successful brands often combine the advantages of global reputation with local customization. This enables firms to preserve worldwide prestige while simultaneously responding to the needs of consumers in diverse market environments.

4. Implications for Marketing Managers

No single branding strategy is universally effective under all circumstances. The success of any particular approach depends on multiple factors, including market structure, cultural characteristics, economic conditions, and the intensity of competition. As a result, different strategies may prove more effective in different environments. Local branding strategies may perform particularly well in developing markets, while global branding can often be more successful in developed markets where brand prestige and consistency are highly valued.

Managerial decisions should not be limited to short-term outcomes. Global branding can create substantial international brand equity, strengthen recognition, and provide a basis for premium pricing. However, local adaptation may be necessary to build stronger customer loyalty, improve market responsiveness, and support rapid expansion in markets characterized by strong cultural diversity or intense price competition.

Therefore, marketing managers should evaluate branding strategy as a dynamic decision rather than a fixed choice. In many cases, combining global identity with selective local adaptation may provide the most sustainable competitive advantage.



5. Limitations and Future Research

One limitation of this study is its reliance on secondary data, which may not fully capture all dimensions of consumer perceptions or the internal strategic decision-making processes of firms. Secondary sources are valuable for comparative analysis, but they may not always reflect real-time consumer attitudes or managerial intentions.

Future research could therefore benefit from the collection of primary data through surveys, interviews, or focus groups involving consumers and marketing managers. Such research may be conducted not only in the sportswear and technology sectors, but also in industries such as food services, retail, hospitality, and financial services.

Additional comparative studies across different countries and industries could provide deeper insight into the relative influence of global versus local brand names. This would help scholars and practitioners better understand how branding strategies should be adapted to changing international market conditions.

CONCLUSION AND RECOMMENDATIONS

The analysis demonstrates that both global and local branding strategies offer distinct advantages, while companies that successfully combine elements of both approaches often achieve stronger overall performance. To secure long-term success in emerging markets, firms need to maintain an effective balance between global consistency, local cultural relevance, and sensitivity to market conditions.

The comparative case studies of Nike, Apple, Anta Sports, and Xiaomi indicate that global brands such as Nike and Apple benefit from stronger worldwide recognition, established prestige, and operational efficiency. However, local Chinese brands have demonstrated superior performance in several areas, including consumer engagement, market share growth, and customer loyalty, by implementing pricing and marketing strategies that align closely with domestic consumer preferences.

Overall, the findings suggest that neither pure global standardization nor complete localization is universally optimal. Instead, a balanced hybrid strategy that combines international brand strength with local market responsiveness appears to be the most effective path for sustainable competitive success.

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