



**UHASSELT**

KNOWLEDGE IN ACTION

# Faculty of Business Economics

## Master of Management

### Master's thesis

#### Cultural Impact on Global Brands: Social Media Strategies Across Borders

##### Joud Nizam

Thesis presented in fulfillment of the requirements for the degree of Master of Management, specialization  
International Marketing Strategy

##### SUPERVISOR :

Prof. dr. Erin ROMAN



**UHASSELT**

KNOWLEDGE IN ACTION

**www.uhasselt.be**  
Universiteit Hasselt  
Campus Hasselt:  
Martelarenlaan 42 | 3500 Hasselt  
Campus Diepenbeek:  
Agoralaan Gebouw D | 3590 Diepenbeek

**2024**  
**2025**



# **Faculty of Business Economics**

Master of Management

## ***Master's thesis***

### ***Cultural Impact on Global Brands: Social Media Strategies Across Borders***

#### **Joud Nizam**

Thesis presented in fulfillment of the requirements for the degree of Master of Management, specialization  
International Marketing Strategy

#### **SUPERVISOR :**

Prof. dr. Erin ROMAN



## **Acknowledgments**

First and foremost, I would like to thank my thesis supervisor, Erin Roman, for her valuable supervision, unwavering support, and constructive feedback during this research journey. Her guidance and expertise have been fundamental to this research's scope and quality.

I gratefully acknowledge the academic staff and personnel at UHasselt University, whose academic guidance and administrative services enabled this research. I am grateful to all the professors, whose lectures and counsel were central to conceptualizing this thesis.

My gratitude also goes to the Lebanese and Belgian participants who willingly contributed their time and experience to this research. This study could not have been completed if it were not for them.

I would like to express my sincerest gratitude to my friends and family for their unconditional support and patience during this long and challenging process. Your faith in my ability has been a valuable source of strength. Finally, I thank the research facilities and study materials provided by UHasselt University, which have greatly assisted in accomplishing this project.

I would also like to acknowledge the use of digital tools that supported the writing process of this dissertation. Grammarly assisted with grammar and spelling checks to ensure linguistic accuracy and clarity. Additionally, OpenAI's ChatGPT was employed as a supportive tool for brainstorming, rephrasing, and enhancing the structure of certain sections. All final content, analysis, and interpretations remain the author's responsibility.

## Table of Contents

<b>Chapter 1</b>	<b>5</b>
1. Introduction	5
2. Problem Statement	6
3. Research Questions	6
4. Hypotheses	7
<b>Chapter 2: Literature Review</b>	<b>8</b>
1. Cultural Impact on Global Brands – Social Media Strategies Across Borders	8
1.1. Culture	8
1.2. Social Media Strategies Across Borders	8
2. Hofstede Cultural Dimensions and Hall's High vs. Low-context Theories	11
2.1. Hofstede Cultural Dimensions Theory	11
2.2. Hall's High-Context vs. Low-Context Communication and Its Implications for Social Media Messaging	16
2.2.1. Context	16
2.2.2. High vs. low context Theory	16
3. Social Media Strategies Across Cultures	18
3.1. Cross-Cultural Consumer Engagement on Social Media	18
3.2. Consumer Preferences Across Cultures on Platforms like Facebook, Instagram, WeChat, and TikTok	18
4. Successful and Failed Social Media Campaigns	19
4.1. Successful Marketing Campaigns	19
4.1.1. McDonald's Localization Strategies	19
4.1.2. Sprite Zero Sugar	19
4.2. Unsuccessful Marketing Campaigns	20
4.2.1. Pepsi's 'Live for Now'	20
4.2.2. Starbucks' Personalized Cup Messages	20
5. Identifying Research Gaps	20
5.1. Lack of Empirical Data on Engagement in Emerging Markets	21
<b>Chapter 3: Methodology</b>	<b>23</b>
3.1. Research objectives	23
3.2. Research Questions	23
3.3. Conceptual Model	24
3.4. Hypotheses	25
3.5. Research design	27
3.6. Data collection plan	29
Section: 1A - CD (Cultural Dimensions)	29
Section: 1B - SMAS (Social Media Adaptation Strategies)	30
Section: 1C - CE (Consumer Engagement)	30
Section: 1D - BP (Brand Perception)	30
3.7. Sampling	31
3.8. Data Preparation	31
<b>Chapter 4: Analysis &amp; Results</b>	<b>33</b>
4.1. Demographics	33
4.2. Reliability	34
4.3. Descriptives	35
4.4. Correlation	36

4.5. Multicollinearity	38
4.6. Regression	39
4.7. Results	48
<b>Chapter 5: Discussion</b>	<b>50</b>
5.1. Strategic Implications	52
<b>Chapter 6: Conclusion and Recommendations</b>	<b>53</b>
6.1. Limitations of the study	53
6.2. Future Recommendations	54
<b>APA References</b>	<b>56</b>
<b>Appendix B: Exhibits</b>	<b>64</b>
<b>Appendix C: Questionnaire Questions</b>	<b>67</b>
Section 1A – Cultural Dimensions (CD)	68
Section 1B – Social Media Adaptation Strategies (SMAS)	68
Section 1C – Consumer Engagement (CE)	68
Section 1D – Brand Perception (BP)	69
Section 1A – Cultural Dimensions (CD)	69
Section 1B – Social Media Adaptation Strategies (SMAS)	69
Section 1C – Consumer Engagement (CE)	70
Section 1D – Brand Perception (BP)	70
<b>Appendix D: Tables</b>	<b>71</b>

## List of Tables

<b>Chapter 4: Analysis &amp; Results</b>	<b>35</b>
<b>4.1.Demographics</b>	<b>35</b>
Table 1:Demographics (Lebanon)	36
Table 2: Gender (Lebanon)	36
Table 3: Demographics (Belgium)	37
Table 4: Gender (Belgium)	37
<b>4.2.Reliability</b>	<b>37</b>
Table 5: Reliability Analysis (Lebanon)	37
Table 6: Reliability Analysis (Belgium)	37
<b>4.3.Descriptives</b>	<b>38</b>
Table 7: Descriptive statistics (Lebanon)	38
Table 8: Descriptive statistics (Belgium)	39
<b>4.4. Correlation</b>	<b>39</b>
Table 9: Correlation Analysis (Lebanon)	40
Table 10: Correlation Analysis (Belgium)	41
<b>4.5. Multicollinearity</b>	<b>41</b>
Table 11: Multicollinearity (Lebanon)	42
Table 12: Multicollinearity (Belgium)	42
<b>4.6. Regression</b>	<b>43</b>
Table 13: Model Summary (Regression 1-Lebanon)	43
Table 14: ANOVA Test (Regression 1-Lebanon)	44
Table 15: Coefficients (Regression 1-Lebanon)	44
Table 16: Model Summary (Regression 2-Lebanon)	45
Table 17: ANOVA Test (Regression 2-Lebanon)	45
Table 18: Coefficients (Regression 2-Lebanon)	46
Table 19: Model Summary (Regression 3-Lebanon)	46
Table 20: ANOVA Test (Regression 3-Lebanon)	47
Table 21: Coefficients (Regression 3-Lebanon)	47
Table 22: Model Summary (Regression 1-Belgium)	48
Table 23: ANOVA Test (Regression 1-Belgium)	48
Table 24: Coefficients (Regression 1-Belgium)	49
Table 25: Model Summary (Regression 2-Belgium)	49
Table 26: ANOVA Test (Regression 2-Belgium)	50
Table 27: Coefficients (Regression 2-Belgium)	50
Table 28: Model Summary (Regression 3-Belgium)	51
Table 29: ANOVA Test (Regression 3-Belgium)	51
Table 30: Coefficients (Regression 3-Belgium)	51
<b>Chapter 5: Discussion</b>	<b>53</b>
Table 31: Results table for both campaigns	53

**List of Figures**

<b>Figure 1:</b> The STRATADAPT scale table showing standardization and adaptation favouring factors	13
<b>Figure 2:</b> Comparison of weak and strong societies based on uncertainty avoidance	19
<b>Figure 3:</b> Conceptual Model	28



## Abbreviations

<b>Abbreviation</b>	<b>Full Term</b>
<b>CD</b>	Cultural Dimensions
<b>SMAS</b>	Social Media Adaptation Strategies
<b>CE</b>	Consumer Engagement
<b>BP</b>	Brand Perception
<b>UGC</b>	User-Generated Content
<b>SPSS</b>	Statistical Package for the Social Sciences
<b>VIF</b>	Variance Inflation Factor
<b>NCD</b>	Nestlé Cultural Dimensions (Lebanon)
<b>NSMAS</b>	Nestlé Social Media Adaptation Strategies (Lebanon)
<b>NCE</b>	Nestlé Consumer Engagement (Lebanon)
<b>NBP</b>	Nestlé Brand Perception (Lebanon)
<b>CCD</b>	Coca-Cola Cultural Dimensions (Belgium)
<b>CSMAS</b>	Coca-Cola Social Media Adaptation Strategies (Belgium)
<b>CCE</b>	Coca-Cola Consumer Engagement (Belgium)
<b>CBP</b>	Coca-Cola Brand Perception (Belgium)

## Abstract

Social media is an essential link between the brand and consumer in a more globalized, digitally integrated world. It requires marketers to respond accordingly to their social messages concerning cultural factors. An examination of how cultural dimensions contribute to the success of social media adaptation strategies resulting in more consumer engagement and overall brand perception Using Hofstede's Cultural Dimensions Theory and Hall's High- or Low Context Communication Framework, investigation of the impact of cultural variables such as individuality vs. collectivism, power distance, Masculinity-Femininity, uncertainty avoidance, and long-term orientation, communication style on consumers' responses towards localized brand messages in social media is done.

This research analyses two global campaigns (Nestlé Pure Life in Lebanon and Coca-Cola Bestie Mode in Belgium) within different cultural environments, utilizing a comparative case study approach. The first is Lebanon, a collectivist, high-context society, and Belgium, which tends to be more individualistic and low-context. A structured survey was used to collect data from 144 individuals in both nations on perceived cultural alignment, social media adaptation, consumer engagement, and brand perception.

This suggests that social media adaptation strategies (e.g., culturally adapted language, imagery, and platform targeting) enhance consumer engagement in both contexts. Still, the effect is more pronounced for Lebanon than for Belgium. Moreover, the cultural dimensions were not found to moderate the relationship between social media adaptation strategies and consumer engagement. However, consumer engagement was a powerful and consistent predictor of better brand perception across both cultures. It testifies that external factors are crucial in developing the desired attitude towards a business or product for consumers and their loyalty. This work reviews an essential gap in current literature on global digital marketing and works towards filling theoretical and empirical gaps related to cross-cultural engagement from social media. It also provides pragmatic advice to global brands interested in building consumer engagement and resonating with online audiences through culturally sensitive communications that are strategically fine-tuned.

**Keywords:** Cultural adaptation; social media strategies; consumer engagement, brand perception, Hofstede Cultural Dimensions Theory, Hall Context Theory, Lebanon, Belgium, global brands.

## Chapter 1

### 1. Introduction

Social media has become a powerful tool in the modern digital era, influencing how global brands interact, communicate, and sustain connections with various consumer segments. Social media has become essential for increasing brand recognition, customer engagement, and loyalty, with over 5.17 billion users actively using sites like Facebook, Instagram, and TikTok. Global accessibility, however, comes with two drawbacks: although it gives brands the chance to connect with audiences throughout the world, it also calls for a keen awareness of cultural variations that influence online consumer behavior, perception, and interaction.

According to Hofstede's (2011) research, culture significantly impacts how people interact with media, understand messages, and react to branding initiatives. His Cultural Characteristics Theory offers a crucial framework for comprehending cross-cultural variations in marketing communication. It includes individuality vs. collectivism, power distance, masculinity vs femininity, uncertainty avoidance, and long-term orientation. Hall's concept of high-context versus low-context communication highlights how cultural differences affect consumer responses to implicit versus explicit marketing strategies. These models highlight the value of culturally sensitive communication, especially in social media contexts where emotional and symbolic clues are crucial.

Even though cultural adaptation is essential in theory, many brands have failed to localize their content appropriately, which has had adverse effects. For instance, Dove's 2017 ad (Exhibit 3), which showed a Black woman changing into a white woman after applying body lotion, was roundly criticized for being racially offensive. Similarly, because of its poor contextual execution, Burger King's 2021 tweet (Exhibit 4), "Women belong in the kitchen," which was meant to promote a scholarship for female cooks, was heavily condemned for perpetuating gender stereotypes. These incidents are prime examples of how culturally tone-deaf content can damage brand equity and provoke adverse public reactions.

According to this thesis, using culturally sensitive adaptation techniques, particularly about language use, visual selection, platform targeting, and symbolic relevance, is essential to effective worldwide branding on social media. Although literature demonstrates the efficacy of various adaptation techniques (Vo et al., 2025; Zhou et al., 2021), few empirical investigations still examine these connections in disparate cultural contexts. Research that has already been done frequently concentrates on Western or homogeneous populations, ignoring other cultural marketplaces where communication values and preferences vary greatly. This leaves a big study hole in our knowledge of how the digital content localization affects consumer perception and engagement in culturally varied marketplaces.

To bridge this gap, this study uses a comparative research approach, concentrating on two culturally different nations: Belgium, an individualistic, low-context society that values directness, personal relevance, and cognitive clarity in brand interactions; and Lebanon, a collectivist,

high-context society where interpersonal relationships, family values, and community endorsement are crucial to communication. To investigate how social media adaptation tactics impact consumer involvement and brand perception in these culturally disparate contexts, this study evaluates two real-world campaigns: Nestlé Pure Life in Lebanon (Exhibit 1), the theme of Nestlé Pure Life's campaign was healthy hydration for families, frequently depicting water as a source of vitality, wellness, and nurturing. While the Belgian version was more product-focused and functional, emphasising convenience and purity, the Lebanese version featured images of family get-togethers and wellness advantages, and the "Bestie Mode" campaign by Coca-Cola (Exhibit 2) sought to celebrate friendship and shared moments among youth. The campaign consisted of playful images showing friends having a good time with Coke, with Gen-Z language and social media interactivity thrown into the mix (filters, hashtags, etc.). From a Lebanese point of view, the emphasis was wholly on group experiences and emotional bonds; by contrast, in Belgium, the campaign adopted a rather individualistic, casual approach.

Three main research issues drive this thesis and aim to evaluate how social media adaptation tactics—such as language, images, and platform selection—directly affect customer engagement; analyze whether cultural factors influence how engagement and adaptation are related; and examine how engagement levels affect how consumers perceive a brand in various cultural contexts.

The study used a quantitative survey approach to gather data from 144 respondents in both nations to validate these associations empirically. The conceptual framework examines how culture serves as a moderator and a shaping factor in digital brand-consumer interactions, integrating the theories of Hofstede and Hall. Moderation testing and regression analysis offer statistical insights into the relationship between cultural alignment and digital marketing strategy outcomes.

The ultimate goal of this study is to offer theoretical insights into the literature on cross-cultural digital marketing as well as valuable recommendations for global companies looking to increase customer engagement and loyalty through culturally appropriate social media tactics. The results will assist global corporations in navigating the challenges of global brand communication with increased cultural competency and strategic accuracy by emphasizing the subtleties of adaptation across various cultural contexts.

## **2. Problem Statement**

Global brands use social media more to engage with multicultural consumer segments. Yet, too many get it wrong and fail to translate content to cultural nuances, with low engagement or reputation risk. Current literature reveals the absence of empirical understanding of how cultural adaptation on social media influences consumer interaction and brand attitude in multicultural settings. This study seeks to bridge this gap by investigating the influence of culturally adapted social media campaigns in Lebanon and Belgium, which are high-context and low-context cultures.

### 3. Research Questions

1. **RQ1:** How do social media adaptation strategies (language, imagery, platform choice) influence consumer engagement on social media?
2. **RQ2:** To what extent do cultural differences influence the relationship between social media adaptation strategies and consumer engagement?
3. **RQ3:** How does consumer engagement impact brand perception in culturally diverse markets?

### 4. Hypotheses

**H1:** Social media adaptation strategies (e.g., language, imagery, platform selection) positively influence consumer engagement (e.g., likes, shares, user-generated content, brand interaction).

**H2:** Cultural differences (e.g., individualism vs. collectivism, power distance, uncertainty avoidance, etc.) positively influence how social media strategies are adapted and perceived, thus moderating their effectiveness in driving engagement.

**H3:** Higher levels of consumer engagement with social media content positively impact brand perception, improving consumer sentiment, loyalty, and cultural respect.

## **Chapter 2: Literature Review**

### **1. Cultural Impact on Global Brands – Social Media Strategies Across Borders**

#### **1.1. Culture**

(Hofstede, 2011) defines culture as "...the collective programming of the mind which distinguishes the members of one human group from another." Culture plays a vital role in consumer behavior, influencing how consumers perceive, analyze, and interact with brand messaging across different markets. In today's digital world, consumers rely on social media as a crucial tool for communication and interaction. However, while global brands adapt social media platforms to reach international audiences, they face challenges choosing the right marketing strategies to fit all cultures. Some of the barriers that global brands are realizing are due to cultural differences based on the country, such as language, communication style, consumers' desires, and symbolism (Hofstede, 1980). Understanding how social media strategies are affected by cultural differences is an essential key factor for brands willing to build stronger customer relationships across different cultures, where research suggests that culturally adapted social media strategies lead to higher engagement, strong brand loyalty, and improved customer sentiment (Vo et al., 2025).

To understand culture from a marketing perspective, Hofstede developed a framework that could help analyze cultural dimensions and their influence on consumer behavior, communication, and business practices (Nickerson, 2023). In contrast, weak cultural adaptation can lead to misunderstanding, as seen in some marketing failures of Dove's advertising in 2017. (Exhibit 3) Moreover, Burger King's misinterpretation of the tweet was revealed on Women's Day in 2011. (Exhibit 4). These examples highlight the importance of further research on how global brands can effectively adapt their social media campaigns to different cultures.

#### **1.2. Social Media Strategies Across Borders**

Global brands use different social media strategies across various cultures, resonating with cultural values, communication styles, and consumer behaviors. The following are some strategies that global brands adopt to tackle cultural differences.

According to Hollensen (2020), time zone and seasonal marketing strategies are key marketing strategies that global brands use across different cultures. Time-sensitive marketing strategies are essential for maximizing consumer engagement and brand perception. To ensure culturally appropriate consumer engagement, brands schedule promotional activities and campaigns based on holidays, festivals, and traditional events. A study done by Hong et al. (2000) describes the Dynamic Constructivist Approach to Culture and Cognition, which illustrates that consumers' reaction to brand messages is influenced by cultural priming and context. This finding underlines the value of synchronizing social media marketing initiatives with socially relevant events at the appropriate time. For instance, Netflix is one of the companies that used a time zone strategy by releasing a campaign in Middle Eastern countries, aligning their content with the season of the holy

month of Ramadan. The Netflix "She Rules" Ramadan campaign celebrates strong female leads in films and TV shows, along with inspiring women from the Middle East. The campaign empowers women through social media engagement, influencer partnerships, and locally relevant storytelling. It resonates with audiences during Ramadan's peak viewing times, reaffirming messages of strength, identity, and representation. Using social media promotions and influencer activations in the campaign resulted in higher engagement rates. This strategic approach reveals how Netflix effectively operates time zone marketing and seasonal relevancy to enhance brand perception and consumer engagement in culturally significant events. Netflix's Ramadan campaign effectively leveraged local storytelling and influencer engagement (Netflix, 2017).

One strategy that global brands use while expanding into different cultures is standardization or localization. According to Madar and A.N. Neacsu (2021), the standardization strategy implies adopting a unique market policy or the regional homogenization of the international product development programs. Companies like Apple and Starbucks use this standard strategy worldwide, ensuring consistent branding, customer experience, product features, and product characteristics without looking for local preferences. Conversely, as Filipe Lages et al. (2008) mentioned: "Product adaptation has been conceptualized as the degree to which the product (including positioning, design/style, quality, features/characteristics, brand/branding, packaging, The STRATADAPT scale 589 labeling, services, warranty, and items/models in the product line) differs from that of the domestic and export markets". For instance, McDonald's adapts to incorporate certain foods that belong to particular places, like Japan's rice burger and the McPaneer of India, thereby retaining cultural relevance without losing its global presence. Standardization brings efficiency and reinforces brand equity, while adaptation brings local relevance and acceptance (Eze et al., 2024). Most brands achieve a balance through the phenomenon of "glocalization," wherein global consistency is balanced with localized marketing approaches (Dumitrescu & Vinerean, 2010)—an example being Budweiser, which changed packaging in China to attract premium consumers. The selection among these approaches is based on industry trends, the target market, and the cultural sensibility of the marketplace. This figure (Figure 1) outlines the key considerations in deciding whether a standardized or adapted marketing approach will be used for international markets. In general, standardization is favored when markets are similar, products are industrial, and cost savings are a consideration. Adaptation is preferable when cultural, legal, and consumer behavior differences across markets exist, especially for consumer products.

**Figure 1: The STRATADAPT scale table showing standardization and adaptation favouring factors**

Factors favoring standardization	Factors favoring adaptation
<p>The company's focus on industrial products instead of consumer products, for which technical specifications are important, facilitates standardization</p> <p>Lower costs as a result of economies of scale in production, marketing, and R&amp;D</p> <p>Similarity of customer tastes and consumption patterns across different markets that have analogous income levels and economic growth</p> <p>High cost of adaptation</p> <p>Standardized strategy followed by competitors</p> <p>Centralization of authority for establishing policies and allocating resources</p> <p>Strong linkage of the subsidiary and the headquarters</p> <p>Ethnocentric orientation</p> <p>Foreign and domestic markets for a product are in the same stage of development</p>	<p>The company's focus on consumer products, which are more susceptible to be influenced by individual tastes, favors adaptation</p> <p>Possibility of garnering higher profits by addressing variations in consumer needs and conditions of use (e.g. skill level of users)</p> <p>Variations in consumer purchasing power</p> <p>Differences in government regulations, e.g. products' technical standards, local content laws and tax policies</p> <p>Cultural differences, namely in terms of traditions, language, tastes and consumption habits</p> <p>Adaptation strategy followed by competitors</p> <p>Decentralization of authority</p> <p>Independence and autonomy of national subsidiaries, which might develop their own products</p> <p>Polycentric orientation</p> <p>Foreign and domestic markets for a product are in different stages of development</p>

**Source:** Lages, F., Abrantes, L., & Lages, R. (2008). The STRATADAPT scale. *International Marketing Review*, 25(5), 584–600. <https://doi.org/10.1108/02651330810904107>

A solid social media strategy that global brands use to bridge cultural differences while maintaining their brand identity is User-Generated Content (UGC). UGC promotes customer interaction and fosters localized adaptation across different markets by creating and sharing brand-related content. Starbucks is one of those companies that uses the UGC strategy. It invites customers worldwide to personalize and share holiday-related themes on the cups, showing regional values and standards. Muniz & O'Guinn (2001) in *Brand Community* (Journal of Consumer Research) assert that UGC campaigns establish amicable links between consumers and brands through these communities, mainly concentrating such campaigns in high-versus low-context cultures and individualistic versus collectivist cultures. The high-context culture of Japan has become more willing to accept visual narratives and symbolic communication; conversely, the low-context U.S. culture would be more aligned with explicit consumer interactions and promotion. UGC also allows individual creativity to further manifest in individualistic cultures (for instance, the U.S. and the UK). In contrast, more public-driven initiatives are allowed in collectivist cultures (e.g., China and South Korea) to provide a collective experience. The success of Starbucks campaigns has proven to be one of the instances wherein UGC helps global brands with all cultural expectations to keep engagement high while maintaining global consistency for their brand.

The capacity of global brands to effectively address cultural diversity through time zone and seasonal marketing, as well as standardization and adaptation, is underscored by the importance of UGC. Utilizing frameworks such as Hofstede's Cultural Dimensions Theory is crucial for understanding how cultural values influence consumer behavior and brand perception worldwide



(Hofstede, 2011; Nickerson, 2023). The effectiveness of localization versus standardization strategies largely depends on a brand's alignment with enduring cultural values that shape communication styles, visual representations, and persuasive messaging (Madar & Neacsu, 2021; Filipe Lages et al., 2008). These cultural dimensions impact the content of marketing efforts and the overall structure and tone used in social media marketing. Hofstede's dimensions—including Individualism vs. Collectivism, Power Distance, and Uncertainty Avoidance—offer systematic principles that global brands can employ to tailor digital marketing campaigns and personalize engagement strategies (Zhou et al., 2021; Shi, 2023). For example, a standardized approach enhances brand prestige and organization in cultures characterized by high power distance, such as China.

In contrast, low power distance cultures like Sweden benefit from localization, which fosters brand engagement through openness and co-creation (Madar & Neacsu, 2021). Furthermore, the literature emphasizes that socially tailored social media campaigns—particularly those featuring localized storytelling or influencer partnerships—tend to achieve greater engagement, loyalty, and consumer satisfaction (Vo et al., 2025; Muniz & O'Guinn, 2001). Consequently, a thorough understanding of these dimensions is essential for crafting culturally sensitive campaigns that resonate with global markets.

## **2. Hofstede Cultural Dimensions and Hall's High vs. Low-context Theories**

### **2.1. Hofstede Cultural Dimensions Theory**

To explore how cultural values influence global brands and social media strategies, it is essential to discuss Hofstede's Cultural Dimension Theory, which illustrates a complete understanding of cultural differences and customer engagement. Hofstede's Cultural Dimensions Theory, a framework developed by Hofstede (1980), describes how different cultures shape customers' behavioral and communicational patterns toward making decisions. The theory describes six basic dimensions—Individualism-Collectivism, Power Distance, Uncertainty Avoidance, Masculinity-Femininity, and short-term orientation—that can explain cultural comparison worldwide. It encountered its application primarily in international business, global marketing, and social media strategy, which means adjusting the brand's messaging, engagement tactics, and communication with consumers based on cultural understanding. Companies utilize Hofstede's dimensions as a guideline for branding, advertising, and social media messages, giving those messages culturally competent appeal, translating into higher engagement, commitment to their brands, and ultimately market success.

The first dimension, "Power Distance," refers to people accepting hierarchical order within society and inequality. Apple Inc.'s social media communication is managed top-down in high power-distance cultures such as China, where power and hierarchical institutions take precedence. Apple primarily distributes refined, prestige-based content via official brand platforms to reinforce the image of being a premium and aspirational brand. This resonates with societal values where people esteem authority, and therefore, Apple's minimal direct contact with consumers proves to be a sound strategy (Okikiola, 2023). Conversely, in low power-distance cultures like Sweden,

where equality and openness are valued, IKEA adopts an interactive and participatory social media approach. The Swedish furniture giant openly encourages users to generate content, interacts with its users in conversations about home furnishings, and crowdsources product ideas from its followers. This reflects the equal culture of Sweden, where customers expect brands to be engaging, collaborative, and responsive instead of dictating (Stenberg & Ruljova, 2021).

These rival strategies illustrate how global brands modify their social media marketing based on the cultural dimension of power distance, such that their brand image complements local societal norms.

Studies emphasize that Western consumers interact more with brands on a personalized basis, while Asian consumers prefer well-structured, top-down marketing strategies (Zhou et al., 2021).

Strategies such as standardization vs. localization are especially applicable to power distance within marketing. When there is a high power distance within a society, firms tend to standardize brands to uphold an aura of prestige and credibility, such as Apple's hierarchical branding in China (Madar & Neacsu, 2021).

In contrast, brands in low power distance cultures embrace localization, calling for consumer involvement, such as IKEA's co-creative marketing in Sweden (Filipe Lages et al., 2008). McDonald's offers a good case for this comparison—while its Chinese campaign focuses on family and community, its U.S. advertisements emphasize individual choice and customization (Tsai & Men, 2014).

Influencer marketing also reflects power dynamics. In high power-distance cultures, campaigns rely on celebrities and authoritative figures, while in low power-distance societies, peer recommendations and micro-influencers are more effective (Shi, 2023). Research suggests that Western consumers are more likely to engage with influencer-driven campaigns emphasizing self-expression, whereas Asian consumers respond better to structured, community-oriented brand messaging (Zhou et al., 2021).

Research in the future must examine multi-platform usage in various cultural environments and determine how consumers in high power distance cultures view digital personalization and AI-powered interactions (Sörensen et al., 2023). Finally, power distance heavily influences digital marketing strategies by necessitating brands to customize engagement strategies according to cultural expectations.

The second dimension, individualism and collectivism, refers to how people prioritize a person's achievement versus a group's harmony. In individualistic cultures (USA, UK, Australia), everyone looks after their interests; people consider teamwork challenging, and communication is explicit. Advertising and marketing often focus on personalization and user-generated content. In collectivist cultures (Panama, Guatemala, South Korea, Brazil), people prioritize group work and group achievements; the focus is widely on family values and traditions rather than on that person's success. A table compares countries with the highest and lowest individualism scores (Exhibit 5).

In individualistic cultures (United States, Australia), McDonald's developed initiatives focused on personal preferences and self-expression. They launched a "Create your taste" campaign in the UAE, targeting customers who want to customize their burgers using interactive touch-screen

technology kiosks, thereby improving the dining experience (McDonald's Corporation, 2024). Conversely, in collectivist cultures (China), the marketing campaign focused on themes of family and community. Campaigns are organized to interact with family gatherings and traditional symbols, resonating with the societal focus on group harmony and shared experience.

Previous studies have shown how individualistic and collectivist societies impact social media engagement patterns, how brands communicate with customers, and their behavior. Ko et al. (2022, p. 4) examined consumer engagement rates across individualistic and collectivist cultures on platforms like Instagram and WeChat. Results showed that consumers in individualistic societies (the US, UK) use social media for self-expression and personal branding by sharing achievements, creating content, and highlighting themselves. In collectivistic societies (Japan, China), customers focus on community participation and group achievements through shared experiences and shared group discussions.

In the same vein, Zhou et al. (2021, pp. 122–142) compared social media engagement patterns and discovered that Western consumers had a 50% higher likelihood of engaging with individual influencer content, while Asian consumers had a 60% higher probability of engaging with brand-initiated community conversations. This indicates that whereas Western brands achieve more through influencer partnerships and self-generated content, Asian markets succeed in community-building efforts and localized brand outreach initiatives.

The third dimension, masculinity and femininity, measures whether a culture relies on traditionally masculine characteristics (competitiveness, achievements, success) or traditionally feminine characteristics (work-life balance, cooperation is valued over competition, relationships).

Assertive marketing strategies and influencer partnerships that highlight power and leadership are usually successful in masculine cultures where power, competition, and achievement are the central values, while in feminine societies that value the quality of life, cooperation, and inclusivity, the content that facilitates community-building and harmony among people tends to be more engaging (Hofmann, 2018). The academic article by de Mooij and Hofstede (2010) underscores that these cultural preferences drive branding and advertising; thus, companies must personalize their messaging to different communities. Equally, results of the analysis of consumer-organization interactions in network brand communities give evidence that in masculine societies, the user will connect with a brand more by emphasizing the prestige and success it offers, whereas in feminine cultures, consumers gravitate towards empathy and sustainability-promoting brands (Hofmann, 2018; Hofstede, 2010). Similarly, a study in the area of cross-cultural communication in multinational environments suggests that the differences in terms of masculinity-femininity affect the use of social media to communicate with various people groups, and thus the creation of tones and structures of content that may positively influence people from different backgrounds (Hofmann, 2018; de Mooij & Hofstede, 2010). These cultural dimensions are mainly dominant in the field of social media marketing, where companies must balance competing with each other by insisting on traditional values, typical for masculine societies, and at the same time, build relationships and include various segments of the society, whose focus is on sustainability and

empathy in female societies to optimally engage and keep the customer (Hofstede, 2010; Hofmann, 2018). Global brands can meet their goal of making these cultural differences daily understandable in their campaigns if they communicate and adapt to the culture of the countries they are addressing. (Hofmann, 2018; de Mooij & Hofstede, 2010). Here is a table comparing countries with the Highest and lowest Masculinity scores (Exhibit 6).

The fourth dimension is uncertainty avoidance, defined as " ...concerned with how cultures deal with an unpredictable future" (Rinne & Fairweather, 2011). High Certainty avoidance in cultures ( Greece, France, South Korea) means the need for structure and rules in the society with security guidance; consumers prefer explicit, structured, formative content, and people are interested in brands that provide clear explanations and guarantees while low certainty avoidance in cultures means (India, UK, USA) people are open to risk-taking, there is a low need for structures and rules and security, people prefer indirect, implicit including visuals in their marketing messages.

For global brands, it is critical to determine the cultural dimensions that affect how consumers interact with them through social media as they build their online spaces. Uncertainty avoidance is vital for internationally communicating brands to their audiences (Hofstede, 2011). Instead, France, South Korea, and Germany have cultures with high uncertainty avoidance and prefer formal, structured communication emphasizing safety, trustworthiness, and clarity. A consumer in such cultures will relate to a brand that gives unambiguous guarantees, customer feedback, and expert recommendations. Social media strategies in these cultures are not different from other strategies that rely increasingly on formal content, timeliness of posts, and risk-avoidant communications to convince consumers of reliability (Kim et al., 2020). Customers from low uncertainty avoidance cultures such as the US, the UK, and India are more experimental and dynamic with content. According to them, advertising campaigns should be entertaining, funny, and graphic, excelling at brand-casual interaction, viral challenges, and influencer marketing (Hajli, 2014). The difference is even more apparent in concentrated strategies for localized content by a company like McDonald's, where advertisements for cultures considered to have high uncertainty avoidance accentuate food quality and safety standards. In contrast, e-ads from those with less uncertainty generally point to creativity and individual choice (Nechaeva et al., 2023).

Also, there is significant variation between cultures regarding which platforms are used and the consumption patterns on each of these platforms. For example, research has shown that social media such as LinkedIn and Facebook will hold more effectively when uncertainty avoidance persists due to their structure and authority in professional content and communication. At the same time, countries with lower uncertainty avoidance would perhaps be more engaging through TikTok, Instagram, and Twitter, where humor and entertainment rule the games and fling into users' engagement (Zhou et al., 2021). Another example is Nike's online marketing campaign, which takes a relatively high-risk political view in the UK and the US about social activism and storytelling. However, in cultures with high uncertainty avoidance, such as Germany and South Korea, Nike uses innovation in product and performance-driven campaigns instead of risky messaging (Tsai & Men, 2014).

This observation would form a basis for global brands needing to reorient themselves in the way they approach social media, harmonizing between standardization and localization. Successful campaigns of cultural sensibility include those done by Disney, Netflix, and Coca-Cola, which localized their content, created different parts using local influencers, and focused on a culturally specific narrative (Shi, 2023). Brands will touch on potential improvements in engagement, benefit the brand relationship, and mitigate cross-border challenges. Changing approaches along Hofstede's dimensions of culture is better for doing so. However, the future should also look at how economic and technological constraints may cohabit with cultural orientation along this line for digital marketing practices to evolve within emerging economies (Eze, 2024).

A figure (Figure 2) compares weak and strong uncertainty-avoidant societies.

**Figure 2: Comparison of weak and strong societies based on uncertainty avoidance**

Weak Uncertainty Avoidance	Strong Uncertainty Avoidance
The uncertainty inherent in life is accepted and each day is taken as it comes	The uncertainty inherent in life is felt as a continuous threat that must be fought
Ease, lower stress, self-control, low anxiety	Higher stress, emotionality, anxiety, neuroticism
Higher scores on subjective health and well-being	Lower scores on subjective health and well-being
Tolerance of deviant persons and ideas: what is different is curious	Intolerance of deviant persons and ideas: what is different is dangerous
Comfortable with ambiguity and chaos	Need for clarity and structure
Teachers may say 'I don't know'	Teachers supposed to have all the answers
Changing jobs no problem	Staying in jobs even if disliked
Dislike of rules - written or unwritten	Emotional need for rules – even if not obeyed
In politics, citizens feel and are seen as competent towards authorities	In politics, citizens feel and are seen as incompetent towards authorities
In religion, philosophy and science: relativism and empiricism	In religion, philosophy and science: belief in ultimate truths and grand theories

**Hofstede, G. (2011).** Dimensionalizing cultures: The Hofstede model in context. *Online Readings in Psychology and Culture*, 2(1), 1–26. <https://doi.org/10.9707/2307-0919.1014>

The last dimension is long-term and short-term orientation, “reflecting the choice of focus for people’s efforts, as located in the present, in the future, or the past” (Piotrowska & Piotrowski, 2023). In long-term-oriented cultures (China, Japan, Germany), people value traditions and future rewards more. Where brands manage to design sustainable messaging, investing in future relationships and long-lasting features, storytelling marketing strategy is more needed. Short-term-oriented cultures (US, UK, Philippines) focus on the present and the past, not thinking about the future, spending, and enjoying the present; consumers prefer limited-time offers, promotional campaigns, and flash sales.

There is a need for a cultural dimension of long-term versus short-term orientation, i.e., Hofstede's, to directly customize marketing strategies in various world regions to align with cultural values and consumer behaviors. Long-term versus short-term orientation, in this case, is

influenced by a society's time focus, which shapes its choices and evolution processes (Hofstede, 2011).

Some of the characteristics of countries that are long-term oriented, such as China, Japan, and Germany, include a balance of present and future orientation, featuring qualities such as organizing joint family events, attentiveness, and thrift (Hofstede, 2011). These consumers in these societies seek sustainable items, maintain the bond, and products that promote longevity. Thus, the announced goal of going green will help promote products such as durable goods and tell their tale to the customers. Such a scenario is well attuned to this market since it relates to the brand's long-standing history and commitment to quality. The different way of thinking in the long term refers to the lack of patience that the long-term vision of society may imply, arguing that all such practices evolve naturally in time (Milena Lazazzera, 2024). If they give you time leverage, you set standards; you are more likely to achieve happiness. The insistence on the part of Western companies is getting its reward in markets like China and Japan, which have been thirsty for durable products. For instance, luxury brands elevating this new era of artisanship and displaying magnificence through technology to the customers, especially in long-term oriented cultures such as China, are getting a positive response from customers (Financial Times, 2024). Understanding a culture's timeline is key to social media strategy. In long-term culture, brands should focus on educational content, community building, and showcasing societal values (Milena Lazazzera, 2024). This builds trust and aligns with the audience's future thinking. In short-term cultures, brands should use viral trends, influencer partnerships, and interactive campaigns to get immediate engagement and shares. For example, fashion brands embracing meme culture and timely content have won over consumers in short-term cultures (Vogue Business Custom Insights Team, 2024). Matching marketing and social media to the cultural timeline of your target market increases brand resonance and consumer engagement. By speaking the temporal language of different cultures, brands can connect with multiple audiences and build long-term relationships.

## **2.2. Hall's High-Context vs. Low-Context Communication and Its Implications for Social Media Messaging**

### **2.2.1. Context**

As mentioned in Hall and Hall's (1990, p. 6) book, context is defined as the information surrounding an event; it is inextricably bound up with the meaning of that event: "The cultures of the world can be compared on a scale from high to low context.

### **2.2.2. High vs. low context Theory**

Hall offers an effective means of examining cultural similarities and differences in perception and communication. He categorizes cultures as high or low context, depending on the degree to which meaning comes from the settings or the words being exchanged (Qingxue, 2003).

A high context HC communication or message is one in which most information is already in the person, while very little is in the message's coded, explicit, transmitted part. A low context communication is just the opposite; i.e., the mass of the information is vested in the explicit code. Twins who have grown up together can communicate more economically than two lawyers in a courtroom during a trial, a mathematician programming a computer, two politicians drafting legislation, and two administrators writing a regulation (Hall, 1976, 105).

In high-context cultures, consumers often prefer visual storytelling, traditional values, and emotional approaches in their social media content. For instance, Coca-Cola's marketing approach in Japan focused on emotional content to connect with its customers by releasing Coca-Cola lucky bottles during the New Year period. These bottles resemble traditional Japanese elements, including reality fortunes (promotional features). This marketing campaign brings joy to Japanese consumers, especially when it aligns with Japan's cultural appreciation for subtlety and symbolism (Coca-Cola Bottlers Japan, 2021).

Another example is when Coca-Cola Japan introduced special Christmas bottles designed with ribbon labels, where the design presented the importance of gifting in the Japanese culture during seasonal periods (Japan Today, 2019).

Conversely, consumers prefer a clear, direct, detailed communication style in low-context cultures. McDonald's adopted a low-context communication style in its marketing strategies in the United States, Canada, and Germany based on clarity, directness, and explicit messaging. In these countries, consumers prefer straightforward messaging, which allows them to make decision-making easier. McDonald's advertising strategies focus on a clear product description, promotional offers, and prices, ensuring that consumers directly understand the goal of the message. For instance, McDonald's maintains a standardized branding across different countries with a uniform menu, subscriptions, and effective marketing campaigns that focus on the product features and ingredients of the meals. In this way, McDonald's uses a communication style that resonates with societies that prefer a low-context communication style (McDonald's Corporation, 2025).

Social media strategies are tailored across cultures for global brands that think they know it well. For Context Cultures (Japan and China, where there are indirect means of communication expressing the social meaning that has been imparted through symbols and shared experiences), visual storytelling, along with cultural values and emotional connectivity, should be the focus of social media strategies (Dai & Chen, 2015). One instance is that Coca-Cola Japan won all seasons in the holiday period for lucky bottles, with Koi symbols important to Japanese cultural values (Coca-Cola Bottlers Japan 2021). The opposite would be for low-context cultures like the US and Germany, which prefer clear and direct communication. For them, brands need to be clear-spoken and information-heavy. Singh & Matsuo (2004) McDonald's is a prime case with its product-focused/straightforward marketing (McDonald's Corporation, 2025). Research suggests that media preferences are embedded in a cultural context. High-context cultures assign residual meaning to indirect communications, be they partial messages in words, symbols, or even gestures. Low-context cultures weigh the value of direct communication with less information (Stelzner, 2020). Studies also show that, in reality, social media tension causes low-context

communication, whereas the nature of the medium lessens the high-context cultures. Brands from a limited window of opportunity could also succeed by implementing culturally relevant content and influencer strategies (Singh & Matsuo, 2004). Hence, Hall Cultural Digital Marketing's framework allows global brands to engage those messages effectively within diversified audience boundaries.

### **3. Social Media Strategies Across Cultures**

#### **3.1. Cross-Cultural Consumer Engagement on Social Media**

Cross-cultural studies involve the comparative examination of human societies and cultures across different geographical locations and periods. This field aims to understand the diversity of human experiences and challenge ethnocentric biases by analyzing cultural practices, beliefs, and social structures from a global perspective. (Fiveable Library, n.d)

Understanding cross-cultural consumer engagement on social media platforms is essential for brands to connect effectively with diverse audiences. Nowadays, cultural nuances significantly impact how consumers engage with brands. This section delves into the empirical research and cases focusing on how consumers engage with brands tailored to social media across different cultures.

#### **3.2. Consumer Preferences Across Cultures on Platforms like Facebook, Instagram, WeChat, and TikTok**

Social media platforms play a vital role in shaping consumer preferences worldwide. A study by Shi (2023) showed that cultural dimensions significantly influence consumer behavior and social media interactions.

A study by Tsai & Men (2014, pp. 1-20) highlighted the importance of cultural differences in shaping consumers' interaction with social media platforms, particularly China's collectivistic and the USA's individualistic cultures. The results revealed that Chinese consumers engage more actively with social media platforms by viewing content and interacting through sharing, commenting, and liking. At the same time, American consumers engage less frequently and focus on personal rather than group interests. Rates of motivation toward engagement differ between collectivist and individualistic societies, where collectivist ones, such as the USA, engage with brands for information-seeking and entertainment. In contrast, individualistic ones like China engage in getting discounts, promotions, and entertainment value. In addition, American consumers tend to search for brands to make decisions independently rather than group decisions, unlike Chinese consumers, who tend to rely on social media for decision-making processes and to build connections with representatives of those brands to build more shared values.

These findings are also supported by Kitiartakarn, Araujo, and Neijens (2020), who studied cultural variations in the motives of Facebook-based online brand-related activities. Their study confirmed that consumers from collectivist cultures are more socially driven, seeking emotional



contact and being concerned with peer criticism, while individualist consumers are utilitarian and entertainment-driven, motivated. Notably, Chinese consumers were found to prefer user-generated content and discussion forums that are active and resonate with their communal values. In contrast, American consumers were passive, with a trend of limited interaction with brands.

These findings underscore the necessity for socially responsible and culturally responsive social media marketing strategies. In collectivistic cultures like China, marketers must prioritize interactive communities, influencer marketing, and relationship-based content, leveraging social proof and word-of-mouth influence. However, individualistic cultures like the USA require personal identity-based content strategies, entertainment, and promotional offers. Despite these cultural discrepancies, entertainment as an engagement driver appears to cut across cultures worldwide, and the strategic advantage of richly interactive and visual content in global markets is highlighted. This lends further credence to the argument that a single universal social media marketing approach does not apply; instead, brand strategy must be locally specific to spur greater consumer participation, loyalty, and trust globally (Tsai & Men, 2014; Kitirattarkarn et al., 2020).

#### **4. Successful and Failed Social Media Campaigns**

The key success factor for a successful global brand campaign is understanding and respecting cultural differences. Brands that adapt their marketing strategies to resonate with cultures are more likely to engage with customers and gain loyalty. In contrast, brands that ignore cultural differences face challenges that damage their reputation.

##### **4.1. Successful Marketing Campaigns**

###### **4.1.1. McDonald's Localization Strategies**

McDonald's localization strategy is a cornerstone of its global success, allowing the brand to integrate into diverse markets while maintaining its global identity seamlessly. By balancing standardization with cultural adaptation, McDonald's has mastered the art of appealing to regional tastes, traditions, and economic conditions (GTE Localize, 2024)

McDonald's adapted its marketing strategies to fit each culture by customizing its menu to resonate with local tastes and preferences. In China, McDonald's introduced products like "McSpicy Chicken," which caters to the local taste of Chinese consumers, and organized marketing campaigns focusing on family values, which are considered a collectivistic culture. Conversely, in the USA, they concentrate on personalizing choices for consumers, highlighting characteristics of individualistic societies. This strategic localization approach emphasizes McDonald's commitment to adapting to the expectations of each culture (GTE Localize, 2024) (Exhibit 7).

###### **4.1.2. Sprite Zero Sugar**

The Sprite Zero global campaign by Coca-Cola illustrates a strong example of how global brands can successfully adapt their marketing strategies across different cultures and effectively engage consumers. This campaign targeted Gen Z consumers worldwide who prefer direct messages and

instant enjoyment. A key factor that led to this success was the company's ability to tailor their marketing strategies to different cultures, ensuring the message was the same. The campaign highlighted traditional visuals, packaging designs, and engaging digital content through TV ads and in-store promotions. This example demonstrates how global brands balance cultural differences with a strong reputation and consumer relationships (The Coca-Cola Company, 2023) (Exhibit 8).

## **4.2. Unsuccessful Marketing Campaigns**

### **4.2.1. Pepsi's 'Live for Now'**

In April 2017, Pepsi's "Live for Now" ad featuring Kendall Jenner faced enormous backlash for trivializing social justice movements, particularly Black Lives Matter. The commercial showed Jenner leaving a photoshoot to join a playful protest, where she gave a Pepsi to a cop cheerfully. It was panned for hijacking activism for profit and portraying a white celebrity as the peacemaker in a scenario reminiscent of real-life protests. Public figures such as Bernice King condemned the disrespect of the ad. The company responded to the criticism by pulling the ad within 24 hours and apologizing, saying it "missed the mark." The case points to the threats of co-opting social movements without proper knowledge or representation in advertising. (WordStream, 2021) (Exhibit 9).

### **4.2.2. Starbucks' Personalized Cup Messages**

Starbucks' misguided personalized cup messages campaign highlighted one of the most critical factors in global branding: cultural adaptation and consumer expectations. Per the Starbucks narrative, they aimed to build a deeper connection with their consumers by allowing operators to write friendly notes on the coffee cups. However, this campaign was a small step away from consumer preferences, where many guests valued speed and efficiency over this forced engagement. It metaphorically mirrors the challenges each brand is bound to face when adapting its social media strategies to different cultures. Some parts of any well-received culture may become irrelevant or offensive in another. Just the same way as Starbucks failed to capture the many consumers who prefer quick transactions over social interaction, in social media, brands are required to figure out how cultural dimensions such as individualism vs. collectivism or high-context vs. low-context communication shape a consumer's engagement. This case reiterates that brands must set marketing strategies according to cultural expectations. It also clarifies how personalization efforts can harm consumer perception in engagement if they do not match the right target in successful global social media strategies (Meyersohn, 2025).

## **5. Identifying Research Gaps**

Although cultural differences in social media marketing are still more recognizable, several key gaps remain unaddressed. Most recent studies focus on Western Countries, overlooking engagement behaviors where platforms like WeChat, TikTok, and Telegram dominate. Additionally, most studies and research identify a single platform and its interaction rates rather than considering several social media platforms and how consumers behave toward these platforms

simultaneously. The survey by Xiaoyee (2020) discussed User Engagement on Social Media Platforms, incorporating Firm Responses, Sponsored Posts, and Co-Viewing Experience, analyzing primarily platform-specific dynamics of responses by firms, sponsored posts, and co-viewing experiences on social media but working mainly without comparisons to other platforms. This proves the gap in how users interact with multiple digital platforms simultaneously and provides even more evidence. Recent literature has started to trace how economic and technological constraints are integral to digital engagement in emerging markets, allowing for the intricate interplay of all infrastructure, access to finance, and digital behavior. Jo and Ahn (2024) have said that one major determinant of digital transformation awareness and satisfaction would be the economic activity itself, reaffirming the need for concrete socio-economic conditions to be considered when analyzing engagement. Completing this part, Wang (2024) states that TikTok's online short videos and live e-commerce are being used to foster engagement in these regions, suggesting that platform strategies are now being fine-tuned to address limitations of connectivity and affordability. Additional insights from Al-Sabbagh and Al-Kilidar (2023) tell us about the contribution of digital financial services in promoting economic inclusion in the developing economies of Jordan, where conventional banking infrastructure is found lacking. Similarly, Santos (2023) explores how digital platforms navigate the informal economy and technological barriers, adjusting business models to local realities in poorly served markets. In the meantime, Kraemer-Eis and Gvetadze (2024) highlight the lack of digital and financial literacy as structural impediments to inclusive finance, urging for educational initiatives along with technology roll-out. Collectively, these studies reinforce that as digital adoption rises in the emerging markets, engagement patterns remain heavily ingrained in local economic constructs and infrastructure limitations, requiring strategies that consider context instead of resorting to generalized approaches.

### **5.1. Lack of Empirical Data on Engagement in Emerging Markets**

Nevertheless, while digital marketing has acquired much more importance for emerging economies, very few studies have been devoted to consumer engagement in developed economies, creating a serious gap in understanding the interaction of users with brand content in China, India, Brazil, Nigeria, and South Africa. Studies (Liadeli, 2023) and (Eze, 2024) showed that although social media is a key tool in engagement, engagement rates in emerging markets vary significantly due to cultural, economic, and technological factors.

One of the significant gaps concerns a lack of empirical data on engagement differences on digital platforms. Much of the research has concentrated on Facebook and Instagram, with little information on cross-platform engagement, such as TikTok versus WeChat versus Instagram. This is relevant for markets like China, where private group interactions in WeChat have proved challenging for engagement models to tackle. While Hofstede's cultural dimensions suggest that collectivist consumers engage in more group-oriented behaviors, recent empirical work shows that Gen Z consumers from collectivist cultures engage in more individualistic ways with brands on TikTok and Instagram platforms (Sörensen et al., 2023). Another significant gap is the lack of research on how economic and technological constraints impact engagement. It has been

documented that digital marketing strategies in emerging markets must tackle such issues as limited mobile data accounts, financial instability, and varied levels of digital literacy. However, existing research is pretty generic (Eze, 2024). It often makes generalized statements about digital adoption patterns without considering the economic time bomb that broadly defines social media use in these areas.

As the globalization of online marketing increases, this study examines the application of cultural variation in influencing social media initiatives employed by global businesses across markets. Drawing upon Hofstede's Cultural Dimensions Theory and Hall's High- vs. Low-Context Communication model, this study reflects on how multinational corporations localize their language, platform choice, visual content, and engagement tactics to connect with culturally diverse communities. A survey is administered in two culturally diverse nations—Lebanon and Belgium, selected for their dissimilar cultural dimensions and consumer behavior, to offer empirical results. Lebanon is a collectivist, high-context culture in which social identity and interpersonal relationships significantly shape consumer involvement; in contrast, Belgium is characterized as a Low-context, individualistic culture emphasizing explicit communication and personal independence in brand interactions. By examining the attitudes and interactions of individuals from these two distinct cultural backgrounds with social media campaigns of global brands, this research aims to evaluate the efficacy of localized versus standardized branding approaches in enhancing consumer engagement and fostering brand loyalty.

Additionally, the study compares two distinct international brands that have initiated social media campaigns across various markets, examining the impact of cultural adaptation—or its absence—on audience reception, engagement, and brand image. Using this strategy, the study tries to find the best trade-off between digital branding standardization and localization and thus offers practical recommendations for brands solving cross-border marketing problems. Lastly, this study adds to an insightful understanding of how social media plans' cultural sensitivity builds brand equity and customer relationships in the digital economy that has been globalized.

## **Chapter 3: Methodology**

### **3.1. Research objectives**

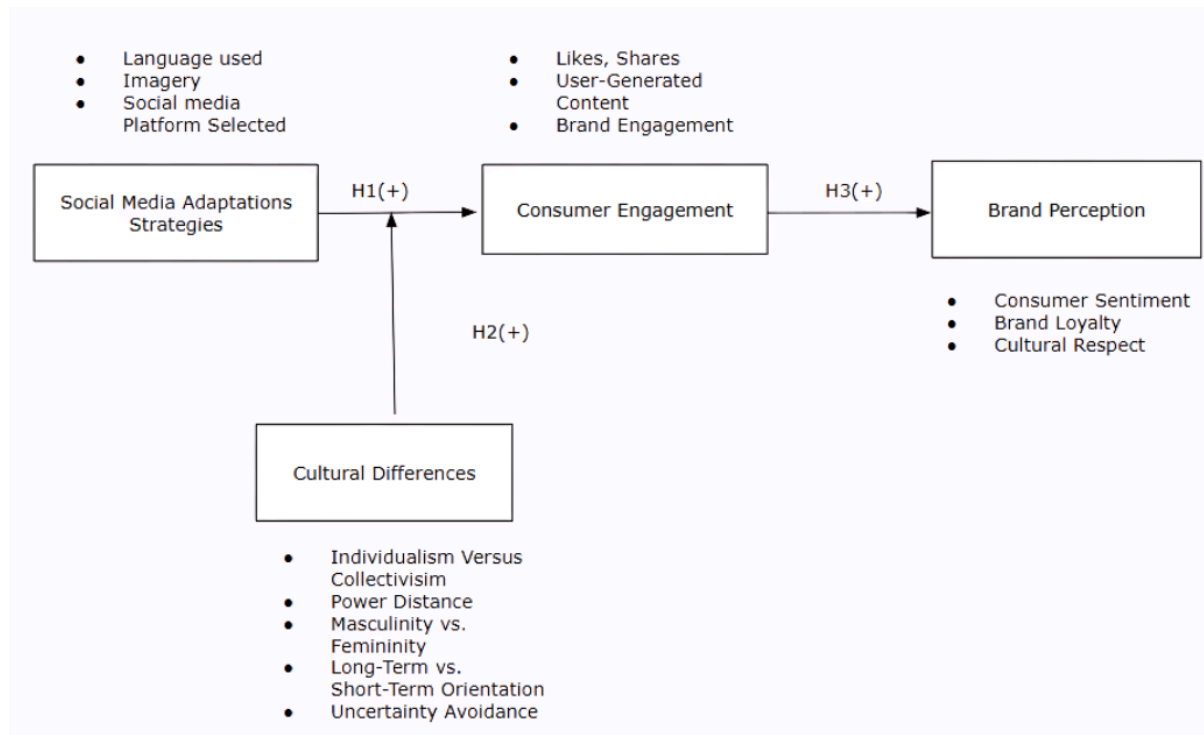
The research examines how cultural differences affect global brands' social media strategies, using Hofstede's Cultural Dimensions Theory and Hall's High vs. Low Context Communication models as the essential frameworks. This investigation aims to determine how global brands tailor their branding strategies, marketing strategies, and the use of different platforms, identifying different engagement metrics to resonate with the audience across various cultures. Through exploring techniques such as standardization versus localization, time zone-based content, and User-generated content (UGC), the study will identify how these approaches differ across cultures sharing different values, communication styles, and consumer preferences. Moreover, the research explores cross-cultural consumer engagement on other platforms, comparing how individualistic versus collectivist, high versus low power distance, and long-term versus short-term oriented cultures engage with brand content. Furthermore, the research focuses on existing literature gaps, especially the data shortage on rising marketing and consumer platforms. It suggests an empirical comparison between two culturally distinctive countries, Lebanon and Belgium, to determine the effectiveness of localized strategies versus standardized ones. Finally, the research provides valuable suggestions for global brands to increase their engagement metrics and brand loyalty across borders through cultural social media strategies.

### **3.2. Research Questions**

4. **RQ1:** How do social media adaptation strategies (language, imagery, platform choice) influence consumer engagement on social media?
5. **RQ2:** To what extent do cultural differences influence the relationship between social media adaptation strategies and consumer engagement?
6. **RQ3:** How does consumer engagement impact brand perception in culturally diverse markets?

### 3.3. Conceptual Model

**Figure 3: Conceptual Model**



This research provides a conceptual model that explores the impact of cultural differences on the social media approaches adopted by global brands, thereby influencing consumer engagement and brand perception. The model combines critical theoretical foundations, namely Hofstede's Cultural Dimensions Theory, and current literature on consumer engagement to explain the dynamics between cultural environments and online brand communication worldwide.

The foundation upon which the model stands is the independent variable of cultural differences, as theorized by Hofstede's dimensions—i.e., individualism vs. collectivism, power distance, masculinity vs. femininity, and long-term vs. short-term orientation. These are the fundamental cultural values upon which consumers' decoding of messages, engagement with digital media, and response to brand communication are based. The model declares that these cultural differences (H1) significantly influence how global brands localize their social media strategy to target diverse markets.

The second construct is social media adaptation strategies as a mediating variable between cultural context and consumer response. These strategies include using culturally appropriate language, selecting media platforms relevant to certain cultural regions, and visual and thematic adaptation of brand content fitting local symbols, values, and narratives. Hypothesis H2 suggests that culturally consistent social media content will positively correlate with consumer engagement as it resonates with the audience's social norms and values.

This model focuses on consumer engagement as its second mediating variable, the degree of interaction a consumer exhibits with social media content. Consumer engagement is measured through behavioral activities such as likes, shares, comments, user-generated content, or influencer interaction. The hypothesis suggests that the greater the levels of engagement, the more culturally relevant, contextually appropriate, and emotionally engaging the social media content is. This stage is essential in engaging because consumer engagement is not limited to passive consumption but entails active participation and connection with the brand.

The last element of the model includes the dependent variable: brand perception, which encompasses consumer feelings, brand loyalty, and respect for their own culture. The hypothesis (H3) declares that positive engagement, driven by sufficient culturally appropriate messaging, will improve brand perception. When a brand has a positive perception, it will create a stronger emotional attachment, enhance credibility, and ultimately result in long-term brand loyalty. Overall, the model demonstrates a linear process whereby cultural values shape the social media strategy, the social media strategy shapes the engagement behaviors, and the engagement behaviors shape brand perception. Moreover, the model provides a systematic and precise framework for exploring how cultural intelligence in the marketing domain can be one route to achieving meaningful relationships between the brand and consumer in global contexts. The empirical aspect of this study will illustrate this model by focusing on two culturally distinguishable countries, Lebanon and Belgium, to determine if the effects of cultural appropriation in social media messaging can impact engagement behaviors and brand perception when the marketing messages are adapted or standardized.

Nestlé Pure Life Lebanon and Coca-Cola Bestie Mode Belgium are two distinct local market-specific campaigns with their particular brand strategy and cultural context. Nestlé's Lebanese campaign is centered on healthy hydration and family wellness through community outreach and education campaigns, answering the brand's health and quality of life mission. On the other hand, Coca-Cola's Bestie Mode campaign in Belgium employs emotional branding and technological innovation in digital media to reinforce friendship relationships, particularly among Gen Z, through personalized experience and interactive communication. Both examples talk about how global brands communicate to speak locally.

### **3.4. Hypotheses**

Previous studies have shown how localizing social media strategies, such as language, imagery, and platform choice, can dramatically enhance user engagement, particularly when culturally appropriate. A cross-cultural study by Tsai and Men (2014) examined how the impact of social media engagement behavior is moderated by localized branding in China versus the United States. An online study was created to assess user engagement patterns through likes, shares, and comments for localized and standardized brand content. It was found that American users with an individualistic cultural background reacted more intensely towards self-expressive content; however, Chinese users with a collectivistic cultural background demonstrated a greater sensitivity

to content focused on group values and emotional appeal. Likewise, a study by Ko et al. (2022) found that using culturally relevant emojis and images increased brand page interaction, specifically in high-context cultures where nonverbal cues have more meaning.

Existing literature suggests that the congruence of social media strategies with local communication styles and norms enhances the likelihood of consumer engagement with content developed by companies. Following this, this research hypothesizes as follows:

**H1: Social media adaptation strategies (e.g., language, imagery, platform selection) positively influence consumer engagement (e.g., likes, shares, user-generated content, brand interaction).**

Many studies confirm that cultural dimensions like individualism versus collectivism, power distance, and uncertainty avoidance can influence the success of marketing communication. For instance, Shi (2023) compared users' reactions with varying cultural orientations (i.e., the U.S. and China) to the same social media messages. The research adopted a survey method and used Hofstede's dimensions for classifying cultural orientation. Findings indicated that cultural variation strongly moderated the interpretation of social media content and user interaction. Likewise, Zhou et al. (2021) also studied the impact of culture on influencer marketing, discovering that collectivistic cultures were more receptive to group messaging and brand storytelling that emphasized community. In contrast, individualistic cultures favored independent, influencer-driven narratives.

These findings highlight that cultural compatibility is what the success of adaptation strategies relies on. A strategy effective in a particular culture will not always generate the same interest in a different culture. This offers proof of the moderating role of culture in digital brand communication. Based on this, this research also hypothesizes as follows:

**H2: Cultural differences (e.g., individualism vs. collectivism, power distance, uncertainty avoidance, etc.) positively influence how social media strategies are adapted and perceived, thus moderating their effectiveness in driving engagement.**

Engaging with social media is more than just interacting. It can start a deeper dynamic connection with a brand. In 2025, Vo et al. (2025) explored how social media engagement affects brand loyalty and perception. They used surveys to look at actions like likes, comments, and shares, as well as feelings like trust, emotional connection, and loyalty to a brand. They discovered a strong link: when people engage a lot and feel a brand understands and respects their culture, they view the brand positively. Another study by Muniz and O'Guinn (2001) talked about "brand communities." This idea shows that ongoing engagement builds a sense of belonging, trust, and cultural connection with brands. These studies confirm that when people are engaged, they tend to see brands in a positive light, which builds loyalty and cultural respect over time. Therefore, the third hypothesis of this research is:

**H3: Higher levels of consumer engagement with social media content positively impact brand perception, improving consumer sentiment, loyalty, and cultural respect.**

This study examines the impact of culture on how people in Belgium and Lebanon respond to



marketing strategies. Individualistic attitudes and direct communication characterize Belgium, while Lebanon has a collectivist approach and prefers indirect communication. The research aims to understand how these cultural differences influence people's engagement with marketing strategies and how this engagement affects their perception of the brand. This study is unique because it focuses on the direct connection between engagement with marketing and brand perception. This area has not been widely explored regarding cultural impacts in digital marketing. By employing well-tested survey questions, the study seeks to demonstrate the chain of effects from strategy to engagement and finally to perception, all through a cultural perspective.

### 3.5. Research design

This research adopts a Causal quantitative approach, which is used to examine and infer causal-and-effect relationships between variables (Malhotra et al., 2020). This design is chosen due to the appropriateness of identifying whether cultural differences (independent variable) impact social media strategies adopted by global brands and whether this adoption influences consumer engagement, consequently resulting in higher brand perception (dependent variable). Through the hypotheses mentioned, this study aims to test the directional relationship between variables, so the causal approach is the most appropriate. The study is based on the idea that cultural differences, like individualism versus collectivism and power distance, drive brands to tweak their social media strategies. This, in turn, affects how consumers engage with those brands, ultimately shaping their perception. To explore this relationship, we assume a causal pathway and put it to the test using multiple linear regression analysis. This approach allows us to assess each variable's direct and indirect impacts while considering any mediators involved.

Regression analysis was used to determine the effect of independent variables on the dependent variables. The general regression formula is

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k + \epsilon$$

Where

$Y$  = dependent variable

$\beta_0$  = intercept

$X_1$  = Independent Variable

$\beta_1$  = coefficient parameter

$\epsilon$  = error term

This research will test three regression models based on the conceptual model and the hypotheses provided.

- **Regression Equation 1**

According to the first research question, **RQ1:** How do social media adaptation strategies (language, imagery, platform choice) influence consumer engagement on social media?

In this equation, the Y variable is the "Consumer Engagement," while the Social Media Adaptation Strategies are independent :

$$\text{Engagement} = \beta_0 + \beta_1(\text{Adaptation}) + \epsilon$$

- **Regression Equation 2**

According to the second research question, **RQ2:** To what extent do cultural differences influence the relationship between social media adaptation strategies and consumer engagement?

In this equation, the Y variable is the "Consumer Engagement," while the Social Media Adaptation Strategies are independent, and the Cultural Differences are the moderating variable.

$$\text{ConsumerEngagement} = \beta_0 + \beta_1(\text{Adaptation}) + \beta_2(\text{Culture}) + \beta_3(\text{Adaptation} \times \text{Culture}) + \epsilon$$

- **Regression Equation 3**

According to the third research question, **RQ3:** How does consumer engagement impact brand perception in culturally diverse markets?

In this equation, the Y variable is the "Brand Perception," while the Consumer Engagement is independent.

$$\text{Brand Perception} = \beta_0 + \beta_1(\text{Engagement}) + \epsilon$$

### **3.6. Data collection plan**

A Qualtrics survey is used to gather information to test the hypotheses. Initially, the survey asked if participants agreed to join the study. Those who disagreed were directed to the survey's end.

Participants who agreed then answered if they were active on social media and knew at least one global brand. If they answered no, they were also taken to the end.

For those who continued, the survey had four parts. The first part asked about their cultural background, focusing on individualism vs. collectivism, power distance, and uncertainty avoidance based on Hofstede's dimensions. The second part explored their thoughts on social media strategies, looking at the language used, the platform's appropriateness, and the images' cultural relevance. The third part measured their interaction levels with brands through actions like liking, sharing, commenting, and creating content. The fourth part evaluated their perception of the brand, including their feelings, loyalty, and respect for cultural values.

Participants answered questions on a scale from 1 (Strongly Disagree) to 7 (Strongly Agree). Ultimately, they provided basic details like age, gender, and nationality. After completing the survey, we expressed our gratitude for their participation. We gathered responses from 144 participants from two different cultural countries- Belgium and Lebanon. We used SPSS to analyze the data using descriptive statistics, regression, and moderation analysis to explore our conceptual model. Here are the statements that the respondents needed to evaluate:

#### **Section: 1A - CD (Cultural Dimensions)**

1. The campaign (Nestlé Pure Life/Coca-Cola Bestie Mode) highlights the importance of social connections and caring for others.
2. The campaign (Nestlé Pure Life/Coca-Cola Bestie Mode) respects authority by collaborating with well-known brands and organizations.
3. The campaign (Nestlé Pure Life/Coca-Cola Bestie Mode) focuses on long-term benefits, like staying healthy and protecting the environment.
4. The campaign (Nestlé Pure Life/Coca-Cola Bestie Mode) shows everyone as equal, regardless of their role or position.
5. The campaign (Nestlé Pure Life/Coca-Cola Bestie Mode) encourages family and community values.

#### **Section: 1B - SMAS (Social Media Adaptation Strategies)**

6. The company's use of popular platforms like Instagram, Facebook, and TikTok makes their campaign (Nestlé Pure Life/Coca-Cola Bestie Mode) more engaging.
7. The campaign's (Nestlé Pure Life/Coca-Cola Bestie Mode) design and visuals made the message clear and understandable.

8. The language used in the campaign (Nestlé Pure Life/Coca-Cola Bestie Mode) included local expressions that felt familiar to me.
9. The campaign (Nestlé Pure Life/Coca-Cola Bestie Mode) blended Arabic with other languages (e.g., English) in a natural way.
10. The campaign (Nestlé Pure Life/Coca-Cola Bestie Mode) content was tailored to the platform it appeared on (e.g., short videos and reels for Instagram).

**Section: 1C - CE (Consumer Engagement)**

11. I would have liked to shared, or created content related to the campaign (Nestlé Pure Life/Coca-Cola Bestie Mode) on social media.
12. When this campaign (Nestlé Pure Life/Coca-Cola Bestie Mode) acknowledges Lebanese culture, I feel a stronger emotional connection to the brand.
13. I feel personally involved in (Nestlé Pure Life/Coca-Cola Bestie Mode) campaigns, especially when they invite consumer participation through hashtags, story sharing, or competitions.
14. The campaign (Nestlé Pure Life/Coca-Cola Bestie Mode) hashtags (e.g., #HydrationGoals or #SustainabilityWithNestlé) encouraged me to share posts.
15. I would have interacted with the campaign (Nestlé Pure Life/Coca-Cola Bestie Mode) messages focusing on sustainability and family-related themes.

**Section: 1D - BP (Brand Perception)**

16. Nestlé respects Lebanese culture in advertising for its campaign (Nestlé Pure Life/Coca-Cola Bestie Mode).
17. Nestlé's social media campaign (Nestlé Pure Life/Coca-Cola Bestie Mode) would make me feel valued as a consumer in Lebanon.
18. I would recommend (Nestlé Pure Life/Coca-Cola Bestie Mode) to my friends or family.
19. Nestlé's campaign (Nestlé Pure Life/Coca-Cola Bestie Mode) would motivate me to stay loyal to the brand even if competing brands offer similar products.
20. I would appreciate the(Nestlé Pure Life/Coca-Cola Bestie Mode) campaign's creative focus on healthy hydration, vibrant visuals, and commitment to sustainability, all while promoting family connection and eco-friendly living.

### 3.7. Sampling

Two main ways were used to select participants when conducting this research: probability sampling and nonprobability sampling. For this study, the convenience sampling method, a nonprobability sampling, was used. Convenience sampling is when researchers select participants who are available and easily accessible to them, probably in the exact location of the researcher (Stratton, 2021). Participants were chosen conveniently, and a link was sent to complete the survey. Data was collected over approximately three months, from January 24, 2025, to March 26, 2025. During this period, we received responses from 300 participants. After data cleaning, 144 valid responses remained. The application of listwise deletion in SPSS for handling missing data resulted in the exclusion of respondents with even a single unanswered question related to the variables under analysis, leading to a reduced number of cases for our study.

### 3.8. Data Preparation

The data collection method used a questionnaire in qualtrics software and analyzed it using SPSS. The questionnaire used the force command to reduce the number of missing values. I collected data from 300 participants. We manually deleted data with missing values. We further organized the data using a 2\*2 structure, putting all responses to one question under one column. As a result, we ended up with 144 valid observations. SPSS was used to conduct various statistical tests to address the research questions and test the conceptual model. The process was initiated with descriptive analysis to present participants' demographic data (gender and age) for Lebanon and Belgium separately. The data was then tested for reliability through Cronbach's Alpha to verify the internal reliability of all multi-item scales so that each construct would meet at least the minimum requirement of  $\alpha > 0.70$ . Then, regular checks were conducted with the standard measures of skewness and kurtosis, and it was found that all of them turned out to be within suitable limits, confirming the application of parametric tests. Pearson correlation analysis was then applied to investigate the direction and strength of bivariate associations between key constructs in all national samples.

Multicollinearity diagnostics were also performed with Tolerance and Variance Inflation Factor (VIF) scores to test the validity of the regression models. All the predictors of the base regression models possessed tolerance values greater than 0.10 and VIF values less than 5, thereby ensuring no multicollinearity. Next, a series of simple linear regressions were run to find the direct effects of social media adaptation on consumer engagement and, subsequently, consumer engagement on brand perception. The analyses were conducted separately for Lebanon and Belgium.

Finally, moderation analysis used mean-centered predictors and interaction terms to identify whether cultural dimensions moderated the relationship between consumer social media adaptation and engagement. This was done by incorporating the centered predictor and its interaction into the

regression model. The moderation effect was examined through the statistical significance of the interaction term. All the analysis was conducted at a significance of  $p < 0.05$ , with each country's results reported separately for comparative interpretation.

## Chapter 4: Analysis & Results

### 4.1. Demographics

#### Lebanon's Nestle Pure Life Campaign

**Gender and Age:** The 68 participants in the Lebanese sample ranged in age from 17 to 69 years, with a mean age of 29.7 years, a median age of 24, and a largely youthful demographic (Table 1). A well-balanced gender representation for analysis was provided by the nearly equal gender distribution, with 50% identifying as female, 48.5% as male, and 1.5% choosing not to disclose (Table 2 ).

**Table 1: Demographics (Lebanon)**

Sample Size	68
Mean Age	29,7
Median Age	24
Age Range	17 to 69
Standard Deviation	11,79

**Table 2: Gender (Lebanon)**

	Female	Male	Prefer Not To Say
Count	34	33	1
Percentage	50%	48,50%	1,50%

#### Belgium – Coca-Cola Campaign

**Gender and Age:** The 76 participants in the Belgian sample ranged in age from 16 to 76 years, with a mean age of 35.6 years, a median age of 32, and an overall older demographic profile (Table 3). The sample was primarily female 75%, with 23.7% identifying as male and 1.3% choosing not to reveal their gender. This suggests a group of age-diverse but gender-skewed respondents (Table 4).

**Table 3: Demographics (Belgium)**

<b>Sample Size</b>	76
<b>Mean Age</b>	35,6
<b>Median Age</b>	32
<b>Age Range</b>	16 to 76
<b>Standard Deviation</b>	14,03

**Table 4: Gender (Belgium)**

	<b>Female</b>	<b>Male</b>	<b>Prefer Not To Say</b>
<b>Count</b>	57	18	1
<b>Percentage</b>	75%	23,70%	1,30%

#### 4.2. Reliability

Ahmad et al. (2024) state that reliability is critical to evaluating research instruments. This ensures that the tools used to assess constructs such as attitudes, skills, and knowledge yield consistent and dependable outcomes. In this research, Cronbach's Alpha indicated an excellent internal consistency for both samples. The Lebanese sample yielded 0.968 across 20 items (Table 5), while the Belgian sample yielded 0.938 (Table 6). These numbers suggest that the instrument is statistically consistent and reliable across cultural contexts.

**Table 5: Reliability Analysis (Lebanon)**

<b>Cronbach's Alpha</b>	<b>N of items</b>
0,968	20

**Table 6: Reliability Analysis (Belgium)**

<b>Cronbach's Alpha</b>	<b>N of items</b>
0,938	20



### 4.3.Descriptives

#### Lebanon's campaign: Nestle Pure Life

In Lebanese culture, the descriptive analysis (Table 7) revealed relatively high perceptions across the various variables. The average score for cultural dimensions (NCD) is 3.69, with a standard deviation of 1.11, indicating that the campaign resonated well with Lebanese values, particularly their respect for family, traditions, norms, and the use of their language. The average social media adaptation strategy (NSMAS) score is 3.98, with a standard deviation of 1.057. This suggests that respondents strongly agreed that the campaign effectively utilized appropriate platforms, visuals, and their mother tongue. The elevated NSMAS scores reflect the Lebanese people's appreciation for how the campaign was tailored to their preferences.

Regarding consumer engagement with Nestlé's campaign, the mean score of 3.50 and a standard deviation of 1.039 indicate that Lebanese users were likely to engage by liking, sharing, and commenting. This suggests that they viewed the campaign and interacted with it, which is a crucial factor for the success of global brands.

As for brand perception, Nestlé's Pure Life campaign achieved a mean score of 3.88 and a standard deviation of 1.079, demonstrating that many Lebanese users respected and valued the brand as a result of the campaign. Consequently, this campaign fostered a strong, loyal relationship with consumers. The campaign was highly successful; it aligned with local culture, utilized the right platforms, encouraged audience engagement, and enhanced the brand's image within the community.

**Table 7: Descriptive statistics (Lebanon)**

	N Statistics	Mean Statistics	Standard Deviation Statistics
<b>NCD</b>	68	3,6853	1,10916
<b>NSMAS</b>	68	3,9765	1,05747
<b>NCE</b>	68	3,5	1,03923
<b>NBP</b>	68	3,8794	1,07905
<b>Valid N</b>	68		

The results from Belgium's campaign (Table 8) were relatively neutral, with some positive indicators present. Regarding cultural dimensions for Coca-Cola's campaign (CCD), the average mean score was 3.27, suggesting that while a few respondents perceived a cultural fit, many were unsure or did not express strong agreement. This indicates that the campaign may not have resonated as deeply with Belgian culture as it did in Lebanon. For social media adaptation strategies related to Coca-Cola's campaign, the mean value was 3.60. This suggests that respondents felt the campaign was generally aligned with their preferences and the platforms used, though not to the same extent as in Lebanon. Consumer engagement (CCE) scored the lowest in

both countries, at 2.77, indicating that Belgian respondents were less inclined to interact with the campaign's content.

Furthermore, the campaign appeared less engaging to them than it was for the Lebanese audience. Regarding brand perception (CBP), this score was also lower than that of Lebanon, at 3.18. While not harmful, it reflects a more neutral stance among Belgians towards the brand after experiencing the campaign. The campaign did not leave a strong impression or significantly enhance their perception of the company. Overall, for Belgium, the campaign was viewed as appropriate and well-executed; however, it did not strongly engage the audience or foster a deep connection to the brand. This suggests that more cultural adaptation or a different strategy might be necessary to reach a Belgian audience effectively.

**Table 8: Descriptive statistics (Belgium)**

	N Statistics	Mean Statistics	Standard Deviation Statistics
CCD	76	3,2658	0,83866
CSMAS	76	3,5974	0,83362
CCE	76	2,7658	1,06603
CBP	76	3,1842	0,98455
Valid N	76		

#### 4.4. Correlation

The correlation analysis conducted on the Lebanese sample (N = 68) revealed strong positive correlations among the principal variables studied: cultural dimensions (NCD), social media adaptation strategies (NSMAS), consumer engagement (NCE), and brand perception (NBP). All identified correlations were statistically significant at the 0.01 level, indicating a high likelihood that these relationships are not attributable to chance. Specifically, cultural dimensions exhibited a robust relationship with social media adaptation ( $r = 0.782$ ), consumer engagement ( $r = .662$ ), and brand image ( $r = 0.740$ ). These findings suggest that the cultural alignment of marketing campaigns significantly enhances user engagement and brand image. Likewise, social media adaptation demonstrated a highly significant correlation with consumer engagement ( $r = 0.803$ ) and an even stronger correlation with brand image ( $r = 0.844$ ). This underscores the notion that the extent to which a campaign is tailored to accommodate social media dynamics and cultural subtleties significantly influences user engagement and the development of a positive brand image. Furthermore, consumer engagement showed a strong positive relationship with brand perception ( $r = 0.797$ ), reinforcing that active interaction with marketing content fosters more profound connections with the brand. The conclusions drawn from this research validate the theoretical framework posited and elucidate the critical role of cultural congruence and platform strategies in promoting substantial consumer engagement and favorable brand perception within the Lebanese context (Table 9).

**Table 9: Correlation Analysis (Lebanon)**

		NCD	NSMAS	NCE	NBP
NCD	Pearson Correlation	1	0,782**	0,662**	0,740**
	Sig ( 2 tailed)		<0,001	<0,001	<0,001
	N	68	68	68	68
NSMAS	Pearson Correlation	0,782**	1	0,803**	0,844**
	Sig ( 2 tailed)	<0,001		<0,001	<0,001
	N	68	68	68	68
NCE	Pearson Correlation	0,662**	0,803**	1	0,797**
	Sig ( 2 tailed)	<0,001	<0,001		<0,001
	N	68	68	68	68
NBP	Pearson Correlation	0,740**	0,844**	0,797**	1
	Sig ( 2 tailed)	<0,001	<0,001	<0,001	
	N	68	68	68	68

In comparison, the Belgian sample (N = 76) exhibited similarly positive and statistically significant correlations among the same variables: cultural dimensions (CCD), social media adaptation strategies (CSMAS), consumer engagement (CCE), and brand perception (CBP). However, these relationships were generally weaker than those observed in the Lebanese sample. Specifically, cultural dimensions displayed moderate correlations with social media adaptation ( $r = 0.613$ ), consumer engagement ( $r = 0.468$ ), and brand perception ( $r = 0.627$ ). This indicates that while cultural alignment holds relevance, it may not significantly influence user behavior in Belgium as it does in Lebanon. Additionally, social media adaptation positively correlated with consumer engagement ( $r = 0.341$ ) and brand perception ( $r = 0.568$ ), albeit with weaker associations, particularly concerning engagement. This suggests that while well-adapted campaigns resonate positively with audiences, they do not necessarily elicit robust consumer interaction within this sample. Notably, the strongest correlation in the Belgian sample was observed between consumer engagement and brand perception ( $r = 0.814$ ), highlighting that once consumers engage with content, it significantly impacts their evaluation of the brand. In summary, while cultural alignment and adaptation remain salient in Belgium, the findings indicate that the degree of actual consumer interaction with content is a substantially stronger determinant of favorable brand outcomes (Table 10).

**Table 10: Correlation Analysis (Belgium)**

		CCD	CSMAS	CCE	CBP
CCD	Pearson Correlation	1	0,613**	0,468**	0,627**
	Sig ( 2 tailed)		<0,001	<0,001	<0,001
	N	76	76	76	76
CSMAS	Pearson Correlation	0,613**	1	0,341**	0,568**
	Sig ( 2 tailed)	<0,001		<0,001	<0,001
	N	76	76	76	76
CCE	Pearson Correlation	0,468**	0,341**	1	0,814**
	Sig ( 2 tailed)	<0,001	<0,001		<0,001
	N	76	76	76	76
CBP	Pearson Correlation	0,627**	0,568**	0,814**	1
	Sig ( 2 tailed)	<0,001	<0,001	<0,001	
	N	76	76	76	76

#### 4.5. Multicollinearity

Multicollinearity is a statistical phenomenon where independent variables exhibit high correlation (Malhotra et al., 2020). Such elevated correlation can lead to several issues, notably increased standard errors (Malhotra et al., 2020). Various tests can assess multicollinearity, including the variance inflation factor (VIF). The VIF quantifies the level of correlation among independent variables within a regression model. VIF scores range from 1 upwards, where 1 indicates low correlation, 5 suggests moderate correlation, and any value exceeding 5 signifies high correlation.

In the context of moderation analysis, it is essential to standardize variables. We constructed interaction terms to systematically examine how cultural dimensions influence the relationship between social media adaptation strategies and consumer engagement across two distinct campaigns in Lebanon and Belgium. Initially, the mean values for the independent variables—social media adaptation (designated as NSMAS for Lebanon and CSMAS for Belgium) and the corresponding cultural dimensions (labeled NCD for Lebanon and CCD for Belgium)—were calculated. Subsequently, these mean values were subtracted from each observation to create centered variables. This standard statistical technique mitigates multicollinearity when regression models present interaction terms. Centering maintains the inherent relationships among original variables while recalibrating the scale to establish a mean of zero, thereby facilitating the differentiation of unique effects associated with each predictor from their interaction effects.

Following this, interaction terms were constructed by multiplying the centered variables: NSMAS\_centered NCD\_centered for the Lebanese sample and CSMAS\_centered CCD\_centered for the Belgian sample. These interaction terms (NSCD and CSCD) were incorporated into the regression models to assess potential moderation effects. The application of centering and the interaction method was imperative in alleviating the pervasive multicollinearity issues that could arise between predictors and their corresponding interaction terms. Such multicollinearity has the potential to distort regression coefficients and hinder accurate interpretations. Furthermore, the implementation of VIF and Tolerance diagnostics provided additional validation that multicollinearity did not compromise the integrity of the final models, thereby supporting the use of the centered moderation approach.

The Lebanese and Belgian moderation models examined all predictors' VIF and Tolerance statistics to ascertain that multicollinearity did not skew the regression outcomes. In the Lebanese model, where consumer involvement (NCE) was the dependent variable, the predictors included NSMAS\_centered, NCD\_centered, and their interaction term (NSCD). The values for all predictors were found to be within acceptable limits; specifically, NSMAS\_centered exhibited a Tolerance of 0.255 and a VIF of 3.929, while NCD\_centered reported a Tolerance of 0.381 and a VIF of 2.624. Notably, the interaction variable NSCD demonstrated the highest Tolerance of 0.500 and the lowest VIF of 1.999. Although NSMAS\_centered presented the lowest Tolerance figure among the three predictors, this value remained above the critical threshold of 0.10, and the VIF did not surpass the widely accepted maximum of 5. These findings collectively affirm that multicollinearity was not a

significant concern within this model, allowing for independent interpretation of the predictors (Table 11)

**Table 11: Multicollinearity (Lebanon)**

	Collinearity Tolerance	Statistics VIF
Constant		
NSMAS-Centered	0,255	3,929
NCD-Centered	0,381	2,624
NSCD	0,5	1,999

In the Belgian model examining the factors that drive consumer engagement (CCE) with CSMAS-centered, CCD-centered, and their interaction term (CSCD), multicollinearity levels were acceptable. CSMAS\_centered exhibited a Tolerance value of 0.594 and a Variance Inflation Factor (VIF) of 1.684. Meanwhile, CCD\_centered recorded a Tolerance value of 0.608 and a VIF of 1.644. Notably, the interaction term CSCD had the highest Tolerance value at 0.835 and the lowest VIF of 1.198. These statistics indicate minimal collinearity among the predictors in the Belgian model. Overall, the regression models satisfied multicollinearity tests for both campaigns, ensuring that coefficient estimations and interpretations of moderation effects are statistically valid and reliable (Table 12).

**Table 12: Multicollinearity (Belgium)**

	Collinearity Tolerance	Statistics VIF
Constant		
CSMAS-Centered	0,594	1,684
CCD-Centered	0,608	1,644
CSCD	0,835	1,198

#### 4.6. Regression

##### Lebanon's Nestle Pure Life Campaign

According to the first research question, **RQ1:** How do social media adaptation strategies (language, imagery, platform choice) influence consumer engagement on social media?

In this equation, the Y variable is the "Consumer Engagement," while the Social Media Adaptation Strategies are independent :

$$\text{Consumer Engagement} = \beta_0 + \beta_1(\text{Adaptation}) + \epsilon$$

The Model Summary (Table 13) explains how social media adaptation (NSMAS) predicts consumer engagement (NCE) in the Lebanese sample. With a correlation coefficient (R) of 0.803, NSMAS and NCE were strongly positively correlated. The participants' opinions of how well the campaign was adapted to social media account for about 64.5% of the variance in consumer engagement, according to the R<sup>2</sup> value of 0.645. This is considered a significant effect on consumer behavior, indicating that NSMAS is an essential component. At 0.639, the Adjusted R<sup>2</sup>, which considers sample size and predictor count, was marginally lower, suggesting that the model is still strong and would function similarly in other samples. The average distance between the observed values and the regression line is represented by the standard error of the estimate, which is 0.62413. The smaller this value, the better the fit.

**Table 13: Model Summary (Regression 1-Lebanon)**

Model	R	R Squared	Adjusted R Square	Standard Error
1	0,803	0,645	0,639	0,62413

Predictors: (Constant), NSMAS

The ANOVA table (Table 14) evaluates if the regression model, as a whole, significantly improves the prediction of consumer engagement over a model with no predictors—i.e., the mean only. With a significance value of  $p < 0.001$ , the F-statistic was 119.759, confirming that the model is statistically significant. This finding suggests that consumer involvement is significantly influenced by social media adaptation and that the model's explained variance is not accidental. The high F-value also indicates the robustness of the model, which corresponds to the high R<sup>2</sup> stated in the Model Summary.

**Table 14: ANOVA Test (Regression 1-Lebanon)**

Model		Sum of Squares	df	Mean Square	F	Significance
1	Regression	46,651	1	46,651	119,759	<0,001
	Residual	25,709	66	0,39		
	Total	72,36	67			

Dependent variable: NCE

Predictors: (Constant), NSMAS

The Coefficients table (Table 15) provides a further analysis of the influence of NSMAS on NCE prediction. The unstandardized coefficient (B) for NSMAS was 0.789, indicating that with each one-unit increase in a consumer's adaptation to social media, their consumer engagement increases by approximately 0.78 units. This can also be interpreted with the standardized beta coefficient ( $\beta = 0.072$ ), which suggests a strong and meaningful standardized effect of NSMAS on

engagement. Additionally, the t-value was 10.943 with a p-value < .001, providing evidence of statistical significance. The confidence interval for B of 0.491 to 1.066 indicates that we can be 95% confident that the actual effect of NSMAS on NCE lies within this interval. The constant (intercept) value of 0.362 was not statistically significant (p = 0.226), suggesting that NCE scores are not meaningfully different from zero (since NSMAS is zero); however, this intercept value is less important in practice than the slope.

**Table 15: Coefficients (Regression 1-Lebanon)**

Model		Unstandardized B	Coefficients Std.Error	Standardized Coefficients Beta	t	Significance
1	(Constant)	0,362	0,297		1,222	0,226
	NSMAS	0,789	0,072	0,803	10,943	<0,001

Dependent variable: NCE

$$\text{NCE} = 0.362 + 0.789(\text{NSMAS}) + \epsilon$$

According to the second research question, **RQ2:** To what extent do cultural differences influence the relationship between social media adaptation strategies and consumer engagement?

In this equation, the Y variable is the "Consumer Engagement," while the Social Media Adaptation Strategies are independent, and the Cultural Differences are the moderating variable.

$$\text{ConsumerEngagement} = \beta_0 + \beta_1(\text{Adaptation}) + \beta_2(\text{Culture}) + \beta_3(\text{Adaptation} \times \text{Culture}) + \epsilon$$

The ability signifies how good the overall regression model is at explaining the degree to which consumer engagement (NCE) varies when social media adaptation strategies (NSMAS\_centered), cultural dimensions (NCD\_centered), and their interaction term (NSCD) are included. The multiple correlation coefficient (R) was 0.806, a strong positive linear association between the combined predictors and NCE. The model's R Square value was 0.650, which means that the combined influence of both predictors accounts for 65% of the variance in consumer engagement. The Adjusted R<sup>2</sup> value was 0.634 to account for the number of predictors and the sample size, slightly lower than the R-value, yet affirming the model's strong explanatory capability without overfitting the data. The standard error of the estimate was 0.62902, which means data points varied, on average, ~0.63 from the regression line, which is an acceptable degree of variation in behavioral research. (Table 16)

**Table 16: Model Summary (Regression 2-Lebanon)**

Model	R	R Squared	Adjusted R Square	Standard Error
1	0,806	0,65	0,634	0,62902

Predictors: (Constant), NSCD, NCD\_centered, NSMAS\_centered

The ANOVA table (Table 17) tests the degree to which the whole model predicts consumer engagement significantly better than a model without predictors. The F statistic was 39.628, and the p-value was less than 0.001, meaning the regression model is statistically significant overall. This means that the combined variables of social media adaptation, cultural dimensions, and their interaction significantly better predict consumer engagement (NCE).

**Table 17: ANOVA Test (Regression 2-Lebanon)**

Model		Sum of Squares	df	Mean Square	F	Significance
1	Regression	47,038	3	15,679	39,628	<0,001
	Residual	25,322	64	0,396		
	Total	72,36	67			

Dependent variable: NCE

Predictors: (Constant), NSCD, NCD\_centered, NSMAS\_centered

The Coefficients table (Table 18) indicates each predictor's contributions to the model. Specifically, social media adaptation (NSMAS\_centered) had a considerable and substantial positive effect on consumer engagement,  $B = 0.779$ ,  $\text{Beta} = 0.792$ ,  $p < 0.001$ . This reveals that engagement increases when social media adaptation increases, thus supporting social media adaptation as a key predictor. In general, cultural dimensions (NCD-centered) were not significant predictors of engagement alone,  $B = 0.071$ ,  $p = 0.528$ , thus suggesting that cultural perception alone does not predict engagement in this study. More importantly, the interaction term (NSCD) signified that the moderation effect was insignificant  $B = 0.038$ ,  $p = 0.509$ . This indicates that cultural differences did not moderate the relationship between social media adaptation and consumer engagement in the Lebanese sample. Thus, social media adaptation has a substantial direct effect; however, this effect is not contingent upon cultural perception.



**Table 18: Coefficients (Regression 2-Lebanon)**

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Significance
<b>1</b>	(Constant)	3,466	0,092		37,666	<0,001
	NSMAS_centered	0,779	0,144	0,792	5,405	<0,001
	NCD_centered	0,071	0,112	0,076	0,634	0,528
	NSCD	0,038	0,057	0,069	0,665	0,509

Dependent variable: NCE

$$\text{NCE} = 0.303 + 0.779(\text{NSMAScentered}) + 0.071(\text{NCDcentered}) + 0.038(\text{NSMAS} \times \text{NCD}) + \varepsilon$$

According to the second research question, **RQ3**: How does consumer engagement impact brand perception in culturally diverse markets?

In this equation, the Y variable is the "Brand Perception," while the Consumer Engagement is independent.

$$\text{Brand Perception} = \beta_0 + \beta_1(\text{Engagement}) + \varepsilon$$

In the Lebanese sample, the Model Summary (Table 19) shows how well brand perception (NBP) is predicted by customer engagement (NCE). A strong positive linear relationship exists between NCE and NBP, as indicated by the correlation coefficient (R) of 0.797. The model's R<sup>2</sup> value was 0.635, which shows that consumer engagement accounts for 63.5% of the variation in brand image. This is a significant percentage of explained variance in behavioral and marketing research. The relatively lower corrected R<sup>2</sup> value suggested a solid model fit of 0.629, which accounts for sample size and model complexity. A slight average variation between the actual values and those predicted by the model was indicated by the estimate's standard error of 0.65703.

**Table 19: Model Summary (Regression 3-Lebanon)**

Model	R	R Squared	Adjusted R Square	Standard Error
<b>1</b>	0,797	0,635	0,629	0,65703

Predictors: (Constant), NCE

The regression model's overall significance is examined in the ANOVA table (Table 20). The model is statistically significant with a p-value <0.001 and an F-statistic of 114.709. This indicates that, in comparison to a model that solely employs the mean, the regression equation significantly improves the prediction of the brand. As stated differently, NCE plays a significant role in explaining variations in Lebanese consumers' brand perceptions. The strength of the association found in the model summary is reflected in this high F-value.

**Table 20: ANOVA Test (Regression 3-Lebanon)**

Model		Sum of Squares	df	Mean Square	F	Significance
1	Regression	49,519	1	49,519	114,709	<0,001
	Residual	28,492	66	0,432		
	Total	78,011	67			

Dependent variable: NBP

Predictors: (Constant), NCE

The Coefficients table illustrates the direction of the relationship between brand perception (NBP) and consumer engagement (NCE). According to the unstandardized coefficient (B) for NCE, which was 0.827, brand perception is expected to rise by around 0.83 units for every unit increase in consumer involvement, assuming all other factors remain the same. The standardized beta coefficient was 0.797 on a standardized scale, indicating a significant positive impact. The predictor was highly important, with a t-value of 10.71 and a p-value <0.001, indicating the robust link. When NCE is zero, the projected brand perception is the intercept ( $B = 0.984$ ,  $p < 0.001$ ), albeit this value is less significant in real-world scenarios. These findings unequivocally demonstrate that greater customer participation greatly improves brand perception among Lebanese participants. (Table 21)

**Table 21: Coefficients (Regression 3-Lebanon)**

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Significance
1	(Constant)	0,984	0,282		3,492	<0,001
	NCE	0,827	0,077	0,797	10,71	<0,001

Dependent variable: NBP

$$\text{NBP} = 0.984 + 0.827(\text{NCE}) + \epsilon$$

### Belgium's Campaign, Coca-cola

According to the first research question, **RQ1**: How do social media adaptation strategies (language, imagery, platform choice) influence consumer engagement on social media?

In this equation, the Y variable is the "Consumer Engagement," while the Social Media Adaptation Strategies are independent :

$$\text{Engagement} = \beta_0 + \beta_1(\text{Adaptation}) + \epsilon$$

The Model Summary (Table 22) demonstrates the Belgian sample's strong correlation between social media adoption strategies (CSMAS) and consumer engagement (CCE). The two variables had

a relatively positive relationship, as indicated by the correlation coefficient (R) of 0.341. Social media adaptation tactics account for about 11.7% of the variance in customer involvement, according to the R<sup>2</sup> value of 0.117. Even though this figure is low by social science standards, it represents a significant contribution. The model is consistent, and the Adjusted R<sup>2</sup> value of 0.105 confirms the explanatory ability. The average variation in engagement ratings that the model could not account for was shown by the standard error of the estimate, which was 1.00873.

**Table 22: Model Summary (Regression 1-Belgium)**

Model	R	R Squared	Adjusted R Square	Standard Error
1	0,341	0,117	0,105	1,00873

Predictors: (Constant), CSMAS

The ANOVA table (Table 23) determines whether the regression model fits the data better than a model without predictors. The model is statistically significant, as indicated by the F-statistic of 9.762 and the significance value of  $p = 0.003$ . This implies that CSMAS can explain a statistically significant amount of the variance in CCE as a predictor. As stated differently, incorporating social media adaptation into the model enhances the ability to anticipate customer engagement compared to relying solely on the mean value.

**Table 23: ANOVA Test (Regression 1-Belgium)**

Model		Sum of Squares	df	Mean Square	F	Significance
1	Regression	9,933	1	9,933	9,762	0,003
	Residual	75,298	74	1,018		
	Total	85,231	75			

Dependent variable: CCE

Predictors: (Constant), CSMAS

CSMAS significantly predicts consumer engagement, as the Coefficients table demonstrates. The unstandardized coefficient (B) was 0.437, meaning consumer engagement rises by 0.437 units for every unit increase in social media adaptation when all other factors are constant. A moderate effect size was indicated by the standardized beta coefficient of 0.341. With a t-value of 3.124 and a p-value of 0.003, this association was statistically significant, confirming that improved social media platform adaptation enhances customer engagement. The expected level of involvement when CSMAS is at zero was represented by the constant (intercept) value of 1.195 with a p-value of 0.023 (Table 24).

**Table 24: Coefficients (Regression 1-Belgium)**

Model		Unstandardized B	Coefficients Std.Error	Standardized Coefficients Beta	t	Significance
1	(Constant)	1,195	0,516		2,317	0,023
	CSMAS	0,437	0,14	0,341	3,124	0,003

Dependent variable: CCE

$$\text{CCE} = 1.195 + 0.437(\text{CSMAS}) + \epsilon$$

According to the second research question, **RQ2:** To what extent do cultural differences influence the relationship between social media adaptation strategies and consumer engagement?

In this equation, the Y variable is the "Consumer Engagement," while the Social Media Adaptation Strategies are independent, and the Cultural Differences are the moderating variable.

$$\text{ConsumerEngagement} = \beta_0 + \beta_1(\text{Adaptation}) + \beta_2(\text{Culture}) + \beta_3(\text{Adaptation} \times \text{Culture}) + \epsilon$$

According to the Model Summary (Table 25), consumer engagement (CCE) can be well explained by the combination of the predictors: social media adaptation (CSMAS\_centered), cultural dimensions (CCD\_centered), and their interaction (CSCD). A somewhat positive association between the predictors and the outcome variable was shown by the multiple correlation coefficient (R), which was 0.474. The combined effect of the three predictors accounts for 22.5% of the variance in customer involvement, according to the R Square value of 0.225. In the social sciences, this degree of explained variance is significant. The Adjusted R Square value of 0.193 confirms the model's stability when controlling for the number of predictors. A moderate degree of unexplained variability in CCE scores was indicated by the estimate's standard error of 0.95775.

**Table 25: Model Summary (Regression 2-Belgium)**

Model	R	R Squared	Adjusted R Square	Standard Error
1	0,474	0,225	0,193	0,95775

Predictors: (Constant), CSCD, CCD\_centered, CSMAS\_centered

The statistical significance of the regression model as a whole is examined in the ANOVA table. The model is statistically significant, as indicated by the F-statistic of 6.972 and the p-value of less than 001. Compared to a model without predictors, this demonstrates that the combination of CSMAS\_centered, CCD\_centered, and their interaction term (CSCD) dramatically enhances the prediction of customer involvement. This illustrates how well the predictors explain variations in Belgian participants' levels of engagement (Table 26).

**Table 26: ANOVA Test (Regression 2-Belgium)**

Model		Sum of Squares	df	Mean Square	F	Significance
1	Regression	19,187	3	6,396	6,972	<0,001
	Residual	66,044	72	0,917		
	Total	85,231	75			

Dependent variable: CCE

Predictors: (Constant), CSCD, CCD\_centered, CSMAS\_centered

The table (Table 27) gives information on each predictor's unique contribution. Social media adaptation alone does not significantly predict engagement in this setting, as the main effect of CSMAS, centered on customer engagement, was not statistically significant ( $B = 0.126$ ,  $p = 0.467$ ). On the other hand, CCD\_centered was a statistically substantial predictor ( $B = 0.536$ ,  $p = 0.002$ ), suggesting that cultural factors significantly shape engagement. The interaction term (CSCD), the model's primary focus, was not statistically significant ( $B = 0.050$ ,  $p = 0.716$ ). This finding suggests that the relationship between social media adaptation and consumer involvement is not moderated by cultural factors among Belgian respondents. Therefore, while culture directly impacts engagement, it does not affect the direction or intensity of social media adaptation.

**Table 27: Coefficients (Regression 2-Belgium)**

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Significance
1	(Constant)	2,744	0,124		22,055	<0,001
	CSMAS_centered	0,126	0,172	0,098	0,731	0,467
	CCD_centered	0,536	0,169	0,422	3,173	0,002
	CSCD	0,05	0,138	0,041	0,365	0,716

Dependent variable: CCE

$$CCE = 0.935 + 0.126(CSMAS_{centered}) + 0.536(CCD_{centered}) + 0.050(CSMAS \times CCD) + \epsilon$$

According to the second research question, **RQ3**: How does consumer engagement impact brand perception in culturally diverse markets?

In this equation, the Y variable is the "Brand Perception," while the Consumer Engagement is independent.

$$\text{Brand Perception} = \beta_0 + \beta_1(\text{Engagement}) + \epsilon$$

The Model Summary (Table 28) shows how strongly Belgian respondents' brand perception (CBP) and consumer engagement (CCE) are predictive of one another. The correlation coefficient (R) indicated an influential positive linear association of 814. With an R Square value of 0.663,

customer engagement accounts for 66.3% of the variation in brand perception. This represents a sizable percentage of the variance explained, demonstrating the effectiveness of involvement as a predictor of brand perception. Even after controlling for sample size, the somewhat lower Adjusted R Square of 0.658 confirmed the model's consistency. Model accuracy was further supported by the estimate's standard error of 0.57569, which shows that projected values typically differ from actual values by a negligible 0.58.

**Table 28: Model Summary (Regression 3-Belgium)**

Model	R	R Squared	Adjusted R Square	Standard Error
1	0,814	0,663	0,658	0,57569

Predictors: (Constant), CCE

The regression model's (Table 29) overall statistical significance is evaluated in the ANOVA table. The regression model's high statistical significance was confirmed by the F-value of 145.365 and the corresponding p-value of less than 0.001. This suggests that, compared to a model without customer interaction as a predictor, the model that uses it dramatically enhances the prediction of brand perception. The data demonstrates that, within the Belgian sample, consumer participation is crucial in determining brand perception.

**Table 29: ANOVA Test (Regression 3-Belgium)**

Model		Sum of Squares	df	Mean Square	F	Significance
1	Regression	48,176	1	48,176	145,365	<0,001
	Residual	24,525	74	0,331		
	Total	72,701	75			

Dependent variable: CBP

Predictors: (Constant), CCE

A more thorough examination of how consumer participation affects brand perception can be found in the Coefficients table. According to the unstandardized coefficient (B) for CCE, which was 0.752, brand perception should rise by 0.752 units for every unit increase in engagement, assuming all other factors remain unchanged. The standardized beta coefficient, which was 0.814, strongly influenced standardized terms. With a t-value of 12.057 and a p-value <.001, this predictor was highly statistically significant, demonstrating the dependability and strength of this association. Although it is not of considerable interest, the intercept (B = 1.105, p <.001) confirms the structure of the model and shows the expected baseline level of brand perception when CCE is zero (Table 30).

**Table 30: Coefficients (Regression 3-Belgium)**

Model		Unstandardized B	Coefficients Std.Error	Standardized Coefficients Beta	t	Significance
1	(Constant)	1,105	0,185		5,982	<0,001
	CCE	0,752	0,062	0,814	12,057	<0,001

Dependent variable: CBP

$$\text{CBP} = 1.105 + 0.752(\text{CCE}) + \epsilon$$

#### 4.7. Results

##### Lebanon – Nestlé Campaign

**H1: Social media adaptation strategies (e.g., language, imagery, platform selection) positively influence consumer engagement (e.g., likes, shares, user-generated content, brand interaction).** This hypothesis is supported since social media adaptation strategies (NSMAS) have a strong positive influence on consumer engagement, and it is significant (P-Value < 0.001, B=0.735), which means that stronger social media adaptation strategies increase consumer engagement.

**H2: Cultural differences (e.g., individualism vs. collectivism, power distance, uncertainty avoidance, etc.) positively influence how social media strategies are adapted and perceived, thus moderating their effectiveness in driving engagement.** This hypothesis is not supported since the interaction term (NSCD) yielded a P-value > 0.05, which is not statistically significant. As a result, cultural differences do not significantly impact the strength of the relationship between adaptation and engagement.

**H3: Higher levels of consumer engagement with social media content positively impact brand perception, improving consumer sentiment, loyalty, and cultural respect.** This hypothesis is supported since a positive relationship exists between consumer engagement and brand perception (P-value < 0.001, B=0.797). These results suggest that increased engagement strongly influences brand perception.

##### Belgium – Coca-Cola Campaign

**H1: Social media adaptation strategies (e.g., language, imagery, platform selection) positively influence consumer engagement (e.g., likes, shares, user-generated content, brand interaction).** The relationship between social media adaptation strategies and consumer engagement is statistically significant (P-Value < 0.001, B=0.341), which indicates that social

media adaptation strategies have a moderate effect on consumer engagement.

**H2: Cultural differences (e.g., individualism vs. collectivism, power distance, uncertainty avoidance, etc.) positively influence how social media strategies are adapted and perceived, thus moderating their effectiveness in driving engagement.** This hypothesis is unsupported since the interaction term (CSCD) yielded a P value > 0.001, exceeding the statistical significance threshold and indicating that cultural differences do not significantly alter how social media adaptation strategies affect consumer engagement.

**H3: Higher levels of consumer engagement with social media content positively impact brand perception, improving consumer sentiment, loyalty, and cultural respect.** This hypothesis is supported since a strong positive relationship exists between consumer engagement and brand perception (P-value < 0.001, B = 0.814). The results showed that higher engagement rates lead to higher brand perception.



## Chapter 5: Discussion

According to the results obtained from studying both campaigns, a table comparing the results is shown below (Table 31).

**Table 31: Results table for both campaigns**

Hypothesis	Lebanon	Belgium
H1	Supported	Supported
H2	Not Supported	Not Supported
H3	Supported	Supported

The comparative examination of social media adaptation strategies and their effects in Lebanon and Belgium brings forth balanced findings regarding the influence of cultures, modes of engagement, and brand perception processes. Each tested hypothesis adds to a multifaceted picture of the interaction between digital communication and socio-cultural systems in marketing.

### Hypothesis 1: Social Media Adaptation Strategies and Consumer Engagement

The study's findings strongly validate Hypothesis 1 in Lebanon and Belgium, showing that social media adaptation strategies positively influence consumer engagement statistically (Lebanon:  $B = 0.735$ ,  $p < 0.001$ ; Belgium:  $B = 0.341$ ,  $p < 0.001$ ). However, the extent and nature of this impact vary significantly, reflecting the distinct cultural contexts of both countries.

In Lebanon, which is characterized by a high-context, collectivist culture, the adaptation strategies that leverage local language, culturally relevant imagery, and platform-specific content resonate deeply with consumers. This aligns with Hall's theory on high-context communication, where the meaning is derived more from context and symbols than from the words themselves. Lebanese consumers, who thrive within tightly-knit relational networks, respond particularly well to content that upholds communal values, religious practices, and family-centric themes. This explains the higher engagement rates, which were accompanied by richer emotional connections, such as sharing personal stories and using campaign hashtags. The strength of this relationship is supported by existing studies, including Muniz & O'Guinn (2001) and Ko et al. (2022), highlighting that emotionally charged and user-generated content tends to perform exceptionally well in collectivist societies.

Conversely, in Belgium—an individualistic and low-context culture—the relationship, while still significant, is relatively weaker. This research indicates that Belgian consumers prioritize clarity, relevance, and informational richness over symbolic narratives. Their engagement is driven more by cognitive alignment than emotional connection. While they appreciate localized content, the interaction tends to be more transactional. This trend has been noted in the literature, which suggests that consumers in low-context societies engage when content aligns clearly with their informational needs and personal relevance (Hollensen, 2020; Shi, 2023). For instance, Coca-Cola's digital personalization tailored for Gen Z and event-specific content was compelling. Yet, lacking a deeper emotional-cultural connection likely diminished their overall engagement.

impact.

This contrast emphasizes the necessity of customizing adaptation strategies in terms of content, optional tone, and symbolic richness to align with the communication style of the target culture. It illustrates that the same approach to cultural adaptation can lead to vastly different results depending on the cultural environment.

### **Hypothesis 2: Cultural Differences as Moderators of Social Media Strategy Effectiveness**

The results contradict what we expected based on Hofstede's cultural dimensions. Specifically, Hypothesis 2 did not find support in either Lebanon or Belgium. The interaction terms (NSCD and CSCD) showed no statistical significance ( $p > 0.05$ ), which implies that the cultural dimensions we considered did not have a moderating effect on the relationship between adaptation strategies and consumer engagement.

This lack of a moderating effect is quite thought-provoking and warrants some reflection. One possible reason is that the adaptation strategies were already in line with the local culture, reducing the potential variations that moderation analysis aims to identify. For example, the Nestlé campaign in Lebanon aligned closely with collectivist values, possibly saturating the cultural sensitivity spectrum and making any additional moderation effects undetectable. Meanwhile, Coca-Cola's approach in Belgium, blending global branding with local flavors, might have reduced cultural clashes that could otherwise highlight varying impacts.

Additionally, we must consider the limitations of Hofstede's model in the context of rapidly evolving digital landscapes. His framework tends to rely on national averages, which might overlook the finer subcultural differences crucial in today's digitally interconnected world. Traditional cultural boundaries may become increasingly blurred as consumer behavior shifts towards a more mixed digital culture, especially among younger audiences. Therefore, while cultural differences are undoubtedly significant in theory, their actual role as moderators in well-adapted campaigns may be less critical, especially when these campaigns are closely aligned with local expectations.

### **Hypothesis 3: Consumer Engagement and Brand Perception**

Hypothesis 3 was strongly supported in both cultural contexts (Lebanon:  $B = 0.797$ ; Belgium:  $B = 0.814$ ;  $p < 0.001$ ), reinforcing a key aspect in digital marketing: engagement is a foundational driver of brand perception.

In Lebanon, consumer engagement translated directly into improved brand perception. This is consistent with the literature on brand equity in high-context cultures, where emotional connectivity and collective validation are pivotal (Vo et al., 2025). By engaging through storytelling, community-centric visuals, and participatory features like hashtags, the Nestlé campaign fostered a sense of belonging and cultural affirmation, reinforcing brand loyalty and respect.

Interestingly, in Belgium, despite a lower overall engagement score, the impact of engagement on brand perception was marginally more substantial. This suggests that when engagement does

occur in low-context, individualistic cultures, it carries greater weight in shaping perceptions. Belgian consumers, who may be more selective or critical in their engagement behaviors, reward brands with heightened loyalty and trust when the engagement is meaningful and relevant. This insight aligns with findings from Zhou et al. (2021), who noted that in individualistic cultures, engagement is more likely to be driven by personal relevance and value alignment, making it more influential on downstream perceptions.

### **5.1. Strategic Implications**

The collective findings underscore the strategic necessity of culture-aware social media practices. Social media adaptation strategies are universally beneficial, but cultural expectations deeply condition their execution and impact. Engagement consistently enhances brand perception, but the triggers and thresholds for engagement are culturally mediated.

Moreover, the non-significance of cultural moderation suggests a potential convergence in digital engagement behaviors, especially among younger users, which may demand revised theoretical models beyond static national dimensions. Future research should explore subcultural and generational influences, digital platform-specific cultures, and emotional-cognitive engagement mechanisms across markets. Global brands must move toward multilayered adaptation frameworks—not merely translating content linguistically, but encoding it visually, emotionally, and symbolically in ways that resonate with each culture’s communicative logic. This approach maximizes engagement and fosters enduring brand relationships grounded in cultural respect and localized relevance.

## Chapter 6: Conclusion and Recommendations

This research examines the influence of global brands adapting social media strategies across different cultures and their effect on consumer engagement and brand perception, particularly focusing on two distinct markets: Lebanon and Belgium. The research used Hofstede's Cultural Dimensions Theory and Hall's High vs Low Context Communication model to analyze how global brands such as Nestle and Coca-Cola tailor their social media campaign to target local consumers. This study aimed to figure out how these adapted campaigns influence consumer engagement and brand perceptions and examine the moderating effect of culture in this context. Through well-structured quantitative research of a sample of 144 participants and through applying SPSS analysis, including linear regression and correlation analysis, the study examined several key findings: First, social media content that is tailored to the local culture through the language used, imagery, and platform used enhances consumer engagement in both markets, supporting H1. In this study, Nestle's campaign, emphasizing family standards and local language, achieved higher engagement rates than Coca-Cola's standardized approach in Belgium. Second, the data revealed a strong positive relationship between consumer engagement and brand perception, which means that when consumers interact more with the brand, their perception of the brand improves. Thirdly, cultural dimensions did not significantly moderate the relationship between social media adaptation strategies and consumer engagement. While cultural context plays a role in consumer engagement—evident in Lebanese consumers' more excellent responsiveness to shared vision content and Belgian consumers' preference for individualistic messaging—the specific cultural values did not directly influence the strength of this relationship. Additionally, strong consumer engagement, fostered by culturally adapted social media strategies, improved brand perception, supporting hypothesis H3. The research ensures that culturally tailored social media strategies are essential for global brands eager to sustain a powerful consumer relationship across borders.

### 6.1. Limitations of the study

Some limitations that should be considered, even though the study provided valuable insights, are as follows:

First, this study focused on two countries: Lebanon and Belgium. It explored how global brands adapted their marketing strategies to align with different cultural values. However, the research could have benefited from the inclusion of additional countries. By doing so, we could gain a broader understanding of how social media strategies operate across the globe. Second, the number of analyzed campaigns: The study examined only two campaigns, one from Nestlé and the other from Coca-Cola, which limited our understanding of global brands' operations. Third, the use of AI in cultural adaptation: Given the use of AI in today's landscape, future research should explore how AI can automate cultural adaptation in messaging, particularly for brands operating in diverse markets. Fourth, external Influences on Consumer Engagement: The analysis fails to

account for various external factors that can significantly impact consumer engagement. These factors include the general political climate, local economic conditions, and recent trending topics on social media. Ignoring these elements may lead to an incomplete understanding of the dynamics driving consumer behavior.

## **6.2. Future Recommendations**

1. **Study More Countries with Different Cultures:** Future studies must include more countries from different regions—e.g., Asia, Africa, and Latin America. This will allow researchers to be better informed about the influence of culture on social media planning for a broader range of global markets than just Europe and the Middle East.
2. **Use Long-Term Studies:** This research gathered data at a single time. Subsequent research should track participants for an extended period to observe changes in their engagement and attitudes toward the brand. This will enable researchers to conclude whether cultural reactions to social media campaigns are consistent or evolve with time.
3. **Use interviews and focus groups:** Incorporating qualitative research techniques, including focus groups or interviews, can allow a more profound comprehension of the dynamics underlying individuals' engagement, or lack thereof, with a brand message. This approach would determine affective or cultural explanations for individuals' actions regarding engagement.
4. **Analyze Various Types of Content:** Future studies must experiment with the impact of different types of campaign content—emotional appeals, humor, stories, or social causes—to see which resonate more culturally. Some cultures appreciate emotional stories, while others respond better to humor or facts.
5. **Study More Brands and Industries:** The present research considered only Nestlé and Coca-Cola. Future research should include other sectors such as fashion, IT, luxury goods, or local brands. The expansion would allow for the illustration of the adaptation mechanisms in additional product categories.
6. **Include Senior Demographic Segments:** Since the present research mainly included young people, future research must consist of more representatives from older age groups. This will help marketers know if cultural adaptation is equally important to older consumers on social media.
7. **Learn Social Media Algorithms and Paid Promotion:** The research did not involve how algorithms or sponsored advertisements influence the frequency with which users view content. Future research should examine how the sites facilitate or restrict culturally tailored campaigns' reach.
8. **Examine Alternative Cultural Paradigms:** This research applied Hofstede's theory, but other cultural theories, such as Hall's high/low-context theory and the GLOBE framework, can be used. Applying these models could give an alternative understanding of culture's influence on branding and Internet communication. **Assess Emotional and Psychological Response.** Follow-up studies can employ eye tracking, emotion detection, or psychological testing to examine users' emotional responses to social media advertisements across various

cultures. This would enhance the understanding of the content that appeals to users. Find Out the Power of Influencers and UGC Brands usually collaborate with local influencers or employ user-generated content (UGC) to incorporate authenticity. Future research needs to analyze the effect of such an approach on engagement and brand attitudes in multicultural settings.

## APA References

1. Okikiola, O. L. (2023). Cultural Differences as a Global Challenge: A Theoretical Discourse of Apple Incorporation in the Chinese Region. *Journal of Management & Educational Research Innovation*, 1(1), 70–78. <https://doi.org/10.5281/zenodo.10118678>
2. Stenberg, J., & Ruljova, M. (2021). Social Media Marketing Strategies and Consumer Engagement during the COVID-19 Pandemic: An exploratory study of IKEA, including a multiple-case Comparison between the UK, Australia, and Sweden. *DIVA*. <https://hj.diva-portal.org/smash/record.jsf?pid=diva2%3A1560101&#8203>
3. Coca-Cola Bottlers Japan. (2021). OCA-Cola Bottlers Japan Holdings. "Lucky Bottles" campaign. <https://en.ccbj-holdings.com/ir/pdf/en/annualreview/ccbj/2021/4.pdf>
4. Zero Sugar, 100% Sprite: Global Campaign Shows How Sprite Zero Sugar Sticks to the Essentials of Refreshment. <https://www.coca-colacompany.com/media-center/sprite-zero-sugar-gets-makeover-keeps-essentialshttps://www.coca-colacompany.com/media-center/introducing-sprite-zero-sugar-global-campaign>
5. Fiveable Library. (n.d.). Intro to Anthropology review key term - Cross-Cultural Studies 90% of Intro to Anthropology students who study with Fiveable guides pass their exams!!.
6. GTE Localize. (2024, December 19). McDonald's localization strategy: How does it connect with cultures? 2024. [https://gtelocalize.com/mcdonalds-localization-strategy/?utm\\_source=chatgpt.com](https://gtelocalize.com/mcdonalds-localization-strategy/?utm_source=chatgpt.com)
7. Hall, E. T. (1976). *Beyond Culture* (first ed.). Doubleday.
8. Hall, E. T., & Hall, M. R. (1990). *Understanding cultural differences*.
9. Hofstede, G. (1980). *Culture and Organizations*. 1980. <https://www.jstor.org/stable/40396875>
10. Hofstede, G. (2011). *Dimensionalizing Cultures: The Hofstede Model in Context*. 2011. <https://scholarworks.gvsu.edu/orpc/vol2/iss1/8/?&ei=9owuVLrgCIfXaqzngIgJ&sa=U>
11. Japan Today. (2019, November 12). ). Coca-Cola Japan will release new Christmas bottles with ribbon labels and music. Japan Today.
12. Kittler, M. G., Rygl, D., & Mackinnon, A. (2011, April 20). Special Review Article: Beyond culture or control? Reviewing the use of Hall's high-/low-context concept. 2011. <https://doi.org/10.1177/1470595811398797>
13. Ko, E., Kim, D., & Kim, G. (2022, 11). Influence of emojis on user engagement in brand-related user-generated content. 107387.

14. McDonald's Corporation. (2025). Our business model and growth strategy. McDonald's. Retrieved March 6, 2025.  
<https://corporate.mcdonalds.com/corpmcd/our-company/who-we-are/business-model-and-growth-strategy.html>
15. Nickerson, C. (2023, October 24). Hofstede's Cultural Dimensions Theory & Examples. Retrieved February 4, 2025, from  
<https://www.simplypsychology.org/hofstedes-cultural-dimensions-theory.html>
16. Piotrowska, M. Ź., & Piotrowski, J. (n.d.). Hofstede's Cultural Dimensions Theory.
17. Qingxue, L. (2003). Understanding Different Cultural Patterns or Orientations Between East and West. <https://doi.org/10.14746/il.2003.9.3>
18. Rinne, T., & Fairweather, J. (n.d.). Cross-Cultural Research. 2011.
19. Shi, Y. (2023, December 28). Consumer Behavior and Cultural Factors in Social Media: A Cross-Cultural Comparative Study. 2023. <https://doi.org/10.54254/2754-1169/63/20231435>
20. Tsai, W. S., & Men, L. R. (2014, December). Consumer engagement with brands on social network sites: A cross-cultural comparison of China and the USA. 2014.  
[https://www.researchgate.net/publication/271993124\\_Consumer\\_engagement\\_with\\_brands\\_on\\_social\\_network\\_sites\\_A\\_cross-cultural\\_comparison\\_of\\_China\\_and\\_the\\_USA](https://www.researchgate.net/publication/271993124_Consumer_engagement_with_brands_on_social_network_sites_A_cross-cultural_comparison_of_China_and_the_USA)
21. WordStream. (2021, December 28). 7 marketing fails of 2021 and what we can learn from them. <https://www.wordstream.com/blog/ws/2021/12/28/marketing-fails>
22. Zhou, S., Blazquez, M., McCormick, H., & Barnes, L. (2021). How social media influencers' narrative strategies benefit cultivating influencer marketing: Tackling issues of cultural barriers, commercialized content, and sponsorship disclosure. 2021, 122–142.  
<https://doi.org/10.1016/j.jbusres.2021.05.011>
23. Hong, Y., Morris, M. W., Chiu, C., & Benet-Martínez, V. (2000). Multicultural minds: A dynamic constructivist approach to culture and cognition. *American Psychologist*, 55(7), 709–720.
24. She rules this Ramadan with Netflix, celebrating the inspirational ladies on screen and in real life - About Netflix. (2017). About Netflix.  
<https://about.netflix.com/en/news/she-rules-this-ramadan-with-netflix-celebrating-the-inspirational-ladies-on-screen-and-in-real-life>
25. Madar, A., & A.N. Neacsu. (2021). The advantages of global standardization. *Bulletin of the Transilvania University of Brasov. Series v: Economic Sciences*, 61–66.  
[https://webbut.unitbv.ro/index.php/Series\\_V/article/view/7022](https://webbut.unitbv.ro/index.php/Series_V/article/view/7022)
26. Filipe Lages, L., Luís Abrantes, J., & Raquel Lages, C. (2008). The STRATADAPT scale. *International Marketing Review*, 25(5), 584–600. <https://doi.org/10.1108/02651330810904107>



27. Muniz, A. M., & O'Guinn, T. C. (2001). Brand Community. *Journal of Consumer Research*, 27(4), 412–432. <https://doi.org/10.1086/319618>
28. Vo, T., Tan, G. W., Pham, N. T., Truong, T. H., & Ooi, K. (2025). Promoting Customer Engagement and Brand Loyalty on Social Media: The Role of Virtual Influencers. *International Journal of Consumer Studies*, 49(2). <https://doi.org/10.1111/ijcs.70028>
29. Hofstede, G. (2001). *Culture's Consequences*. Google Books.  
<https://books.google.be/books?hl=en&lr=&id=9HE-DQAAQBAJ&oi=fnd&pg=PP1&dq=Hofstede>
30. Sörensen, I., Vogler, D., Silke Fürst, & Schäfer, M. S. (2023). Platforms matter: Analyzing user engagement with social media content of Swiss higher education institutions. *Journal of Marketing for Higher Education*, 1–20. <https://doi.org/10.1080/08841241.2023.2289009>
31. Xiaoye, C. (2020). User Engagement on Social Media Platforms: Firm Response, Sponsored Posts, and Co-Viewing Experience - ProQuest. Proquest.com.  
<https://www.proquest.com/docview/2439608496?pq-origsite=gscholar&fromopenview=true&source=type=Dissertations%20&%20Theses>
32. Zhou, S., Blazquez, M., McCormick, H., & Barnes, L. (2021). How social media influencers' narrative strategies benefit cultivating influencer marketing: Tackling issues of cultural barriers, commercialized content, and sponsorship disclosure. *Journal of Business Research*, 134(1), 122–142. <https://www.sciencedirect.com/science/article/pii/S0148296321003404>
33. Tsai, W.-H. S., & Men, L. R. (2017). Consumer Engagement with Brands on Social Network Sites: A Cross-Cultural Comparison of China and the USA. *Journal of Marketing Communications*, 23(1), 2–21. <https://doi.org/10.1080/13527266.2014.942678>
34. Shi, Y. (2023). Consumer Behavior and Cultural Factors in Social Media: A Cross-Cultural Comparative Study. *Advances in Economics Management and Political Sciences*, 63(1), 271–277. <https://doi.org/10.54254/2754-1169/63/20231435>
35. de Mooij, M., & Hofstede, G. (2010). The Hofstede Model: Applications to Global Branding and Advertising Strategy and Research. *International Journal of Advertising*, 29(1), 85–110.
36. Nuttawat Srisuk, Wilert Puriwat, Chavalit Ratanatamskul, & Danupol Hoonsohon. (2023). Deciphering Emotional Sensitivity in Social Media: A Paradigm for Brand Equity Enhancement. *Journal of Human, Earth, and Future*, 4(4), 391–410.  
<https://doi.org/10.28991/hef-2023-04-04-02>
37. Ko, E. (Emily), Kim, D., & Kim, G. (2022). Influence of Emojis on User Engagement in Brand-related User-generated Content. *Computers in Human Behavior*, 136, 107387. <https://doi.org/10.1016/j.chb.2022.107387>

38. Hajli, M. N. (2014). A study of the impact of social media on consumers. *International Journal of Market Research*, 56(3), 387–404.
39. Milena Lazazzera. (2024, October 4). Luxury brands' cultural ties strike a chord with Chinese buyers. @FinancialTimes; Financial Times.  
<https://www.ft.com/content/f028df02-0c0d-4188-b460-2a5d6df9f22b>
40. Francombe, A. (2025, January 13). Dupes, vintage, fast fashion: Who wins during a luxury slowdown? *Vogue Business*.  
<https://www.voguebusiness.com/story/consumers/dupes-vintage-fast-fashion-who-wins-during-a-luxury-slowdown>
41. In. (2024, October 8). "Bake-at-home" totes and meme culture: The luxury brands winning digital. *Vogue Business*.  
<https://www.voguebusiness.com/story/consumers/bake-at-home-totes-and-meme-culture-the-luxury-brands-winning-digital>
42. Meyersohn, N. (2025, February 6). Starbucks baristas are already complaining about doodling on their cups. *CNN*.  
<https://edition.cnn.com/2025/02/06/business/starbucks-cups-writing/index.html>
43. Coca-Cola Bottlers Japan. (2021). Lucky Bottles campaign. Coca-Cola Bottlers Japan Holdings.
44. de Mooij, M., & Hofstede, G. (2010). The Hofstede model: Applications to global branding and advertising strategy and research. *International Journal of Advertising*, 29(1), 85–110.
45. Filipe Lages, L., Abrantes, J. L., & Lages, C. R. (2008). The STRATADAPT scale. *International Marketing Review*, 25(5), 584–600.
46. Fiveable Library. (n.d.). Intro to Anthropology review key term – Cross-Cultural Studies.  
<https://library.fiveable.me/intro-to-anthropology>
47. Hall, E. T. (1976). *Beyond culture*. Doubleday.
48. Hall, E. T., & Hall, M. R. (1990). *Understanding cultural differences*. Intercultural Press.
49. Hofstede, G. (1980). *Culture's consequences: International differences in work-related values*. Sage.
50. Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations* (2nd ed.). Sage.
51. Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online Readings in Psychology and Culture*, 2(1), 1–26.

52. Hong, Y., Morris, M. W., Chiu, C., & Benet-Martínez, V. (2000). Multicultural minds: A dynamic constructivist approach to culture and cognition. *American Psychologist*, 55(7), 709–720.  
<https://doi.org/10.1037/0003-066X.55.7.709>
53. Japan Today. (2019, November 12). Coca-Cola Japan will release new Christmas bottles with ribbon labels and music. Japan Today.  
<https://japantoday.com/category/features/new-products/coca-cola-japan-will-release-new-christmas-bottles-with-ribbon-labels-and-music>
54. Kim, Y., Kim, H., & Kim, E. (2020). Cultural values and social media marketing: An engagement analysis on branded Facebook pages. *International Journal of Advertising*, 39(3), 432–456.
55. Ko, E., Kim, D., & Kim, G. (2022). Influence of emojis on user engagement in brand-related user-generated content. *Computers in Human Behavior*, 136, 107387.
56. Krishna, V. (2020, October 12). Ad analysis: 'Live for now' campaign (Pepsi). LinkedIn.
57. Lazazzera, M. (2024, October 4). Luxury brands' cultural ties strike a chord with Chinese buyers. *Financial Times*.
58. Madar, A., & Neacsu, A. N. (2021). The advantages of global standardization. *Bulletin of the Transilvania University of Brasov, Series V: Economic Sciences*, 14(63), 61–66.
59. McDonald's Corporation. (2025). Our business model and growth strategy.
60. Meyersohn, N. (2025, February 6). Starbucks baristas are already complaining about doodling on their cups. *CNN*.
61. Muniz, A. M., & O'Guinn, T. C. (2001). Brand community. *Journal of Consumer Research*, 27(4), 412–432.
62. Nickerson, C. (2023, October 24). Hofstede's cultural dimensions theory & examples. *Simply Psychology*.
63. Piotrowska, M. Ź., & Piotrowski, J. (n.d.). Hofstede's cultural dimensions theory.
64. Qingxue, L. (2003). Understanding different cultural patterns or orientations between East and West. *Intercultural Communication Studies*, 9(3), 3–13.
65. Rememo.io. (n.d.). Hofstede's cultural dimensions in agile.
66. Rinne, T., & Fairweather, J. (2011). Cross-cultural research. *International Encyclopedia of the Social & Behavioral Sciences*, 2nd edition.

67. Shi, Y. (2023). Consumer behavior and cultural factors in social media: A cross-cultural comparative study. *Advances in Economics Management and Political Sciences*, 63(1), 271–277.
68. Sörensen, I., Vogler, D., Fürst, S., & Schäfer, M. S. (2023). Platforms matter: Analyzing user engagement with social media content of Swiss higher education institutions. *Journal of Marketing for Higher Education*.
69. Stelzner, M. A. (2020). Social media marketing industry report. Social Media Examiner.
70. Tsai, W.-H. S., & Men, L. R. (2014). Consumer engagement with brands on social network sites: A cross-cultural comparison of China and the USA. *Journal of Marketing Communications*, 23(1), 2–21.
71. Vo, T., Tan, G. W. H., Pham, N. T., Truong, T. H., & Ooi, K. B. (2025). Promoting customer engagement and brand loyalty on social media: The role of virtual influencers. *International Journal of Consumer Studies*, 49(2).
72. WordStream. (2021, December 28). 7 marketing fails of 2021 and what we can learn from them.
73. Xiaoye, C. (2020). User engagement on social media platforms: Firm response, sponsored posts, and co-viewing experience [Doctoral dissertation, City University of Hong Kong]. ProQuest Dissertations Publishing.
74. Zhou, S., Blazquez, M., McCormick, H., & Barnes, L. (2021). How social media influencers' narrative strategies benefit cultivating influencer marketing: Tackling issues of cultural barriers, commercialized content, and sponsorship disclosure. *Journal of Business Research*, 134, 122–142.
75. Hollensen, S. (2020). Hollensen, Global Marketing, 8th edition. Pearson.com.
76. Eze, F. J., Inyang, I. B., & James, E. E. (2024). Standardization versus adaptation of marketing mix in international markets: A systematic literature review. *World Journal of Advanced Research and Reviews*, 22(2), 1192–1212. <https://doi.org/10.30574/wjarr.2024.22.2.1470>
77. Dumitrescu, L., & Vinerean, S. (2010). THE GLOCAL STRATEGY OF GLOBAL BRANDS. ResearchGate. [https://www.researchgate.net/publication/227377436\\_THE\\_GLOCAL\\_STRATEGY\\_OF\\_GLOBAL\\_BRANDS](https://www.researchgate.net/publication/227377436_THE_GLOCAL_STRATEGY_OF_GLOBAL_BRANDS)
78. Hofstede, G. (1980). *Culture's Consequences*. SAGE Publications, Incorporated.
79. McDonald's UAE Launches "Create Your Taste." (2024). Mcdonalds.com.
80. Eze, M. (2024). Digital Marketing in Emerging Economies: A Comparative Study of Consumer Engagement Strategies in Nigeria and South Africa. *International Journal of Marketing Studies*, 16(2), 65. <https://doi.org/10.5539/ijms.v16n2p65>

81. Milena Lazazzera. (2024a, October 4). Luxury brands' cultural ties strike a chord with Chinese buyers. @FinancialTimes; Financial Times.  
<https://www.ft.com/content/f028df02-0c0d-4188-b460-2a5d6df9f22b>
82. Pfeffer, J., Zorbach, T., & Carley, K. M. (2014). Understanding Online firestorms: Negative word-of-mouth Dynamics in Social Media Networks. *Journal of Marketing Communications*, 20(1-2), 117–128. <https://doi.org/10.1080/13527266.2013.797778>
83. Malhotra, N., Birks, D., & Nunan, D. (2020). *Malhotra, Marketing Research: Applied Insight*, 6th Edition. [www.pearson.com](http://www.pearson.com).  
[https://www.pearson.com/nl/en\\_NL/higher-education/subject-catalogue/marketing/Malhotra-marketing-research-applied-insight-6e.html](https://www.pearson.com/nl/en_NL/higher-education/subject-catalogue/marketing/Malhotra-marketing-research-applied-insight-6e.html)
84. Stratton, S. J. (2021). Population Research: Convenience Sampling Strategies. *Prehospital and Disaster Medicine*, 36(4), 373–374.
85. Ahmad, N., Alias, F., Hamat, M., Mohamed, S., My, E., My, Sains Komputer, J., Teknologi, U., Cawangan, M., & Pinang, P. (2024). RELIABILITY ANALYSIS: APPLICATION OF CRONBACH'S ALPHA IN RESEARCH INSTRUMENTS.  
[https://appspenang.uitm.edu.my/sigcs/2024-2/Articles/20244\\_ReliabilityAnalysis-ApplicationOfCronbachsAlphaInResearchInstruments.pdf?utm\\_source=chatgpt.com](https://appspenang.uitm.edu.my/sigcs/2024-2/Articles/20244_ReliabilityAnalysis-ApplicationOfCronbachsAlphaInResearchInstruments.pdf?utm_source=chatgpt.com)
86. Kitirattarkarn, G. P., Araujo, T., & Neijens, P. (2020). Cultural differences in motivation for consumers' online brand-related activities on Facebook. *Communications*, 45(1), 53–73.  
<https://doi.org/10.1515/commun-2018-2017>
87. Jo, H., & Ahn, H. Y. (2024). Understanding digital engagement: factors influencing awareness and satisfaction of digital transformation. *Deleted Journal*, 27(1).  
<https://doi.org/10.1007/s10791-024-09455-4>
88. Wang, X. (2024). Digital Marketing Strategies and Consumer Engagement: Unveiling TikTok's E-Commerce Dynamics. *Advances in Economics, Management, and Political Sciences*, 103(1), 183–190. <https://doi.org/10.54254/2754-1169/103/20242445>
89. Koefer, F., Bokkens, A., Prezioso, M., & Ehrenhard, M. (2024). Addressing Financial and Digital Literacy Challenges for Inclusive Finance: Insights from Microfinance Institutions and FinTech Organisations. [https://www.eif.org/news\\_centre/publications/eif\\_working\\_paper\\_2024\\_97.pdf](https://www.eif.org/news_centre/publications/eif_working_paper_2024_97.pdf)
90. Khub, A. (2024). Digital Financial Inclusion in Emerging Economies: Evidence from Jordan. *JRFM*, 17(2), 1–14.  
[https://ideas.repec.org/a/gam/jjrfmx/v17y2024i2p66-d1336244.html?utm\\_source=chatgpt.com](https://ideas.repec.org/a/gam/jjrfmx/v17y2024i2p66-d1336244.html?utm_source=chatgpt.com)
91. Prasetyo, E. H. (2023). Digital Platforms' Strategies in Emerging Markets: Navigating between Technology and Informal Economy. *SSRN Electronic Journal*.  
<https://doi.org/10.2139/ssrn.4380246>

## Appendix A: Figures

**Figure 1: The STRATADAPT scale table showing standardization and adaptation favouring factors**

Factors favoring standardization	Factors favoring adaptation
The company's focus on industrial products instead of consumer products, for which technical specifications are important, facilitates standardization	The company's focus on consumer products, which are more susceptible to be influenced by individual tastes, favors adaptation
Lower costs as a result of economies of scale in production, marketing, and R&D	Possibility of garnering higher profits by addressing variations in consumer needs and conditions of use (e.g. skill level of users)
Similarity of customer tastes and consumption patterns across different markets that have analogous income levels and economic growth	Variations in consumer purchasing power
High cost of adaptation	Differences in government regulations, e.g. products' technical standards, local content laws and tax policies
Standardized strategy followed by competitors	Cultural differences, namely in terms of traditions, language, tastes and consumption habits
Centralization of authority for establishing policies and allocating resources	Adaptation strategy followed by competitors
Strong linkage of the subsidiary and the headquarters	Decentralization of authority
Ethnocentric orientation	Independence and autonomy of national subsidiaries, which might develop their own products
Foreign and domestic markets for a product are in the same stage of development	Polycentric orientation
	Foreign and domestic markets for a product are in different stages of development

**Source:** Lages, F., Abrantes, L., & Lages, R. (2008). The STRATADAPT scale. *International Marketing Review*, 25(5), 584–600. <https://doi.org/10.1108/02651330810904107>

**Figure 2: Comparison of weak and strong societies based on uncertainty avoidance**

Weak Uncertainty Avoidance	Strong Uncertainty Avoidance
The uncertainty inherent in life is accepted and each day is taken as it comes	The uncertainty inherent in life is felt as a continuous threat that must be fought
Ease, lower stress, self-control, low anxiety	Higher stress, emotionality, anxiety, neuroticism
Higher scores on subjective health and well-being	Lower scores on subjective health and well-being
Tolerance of deviant persons and ideas: what is different is curious	Intolerance of deviant persons and ideas: what is different is dangerous
Comfortable with ambiguity and chaos	Need for clarity and structure
Teachers may say 'I don't know'	Teachers supposed to have all the answers
Changing jobs no problem	Staying in jobs even if disliked
Dislike of rules - written or unwritten	Emotional need for rules – even if not obeyed
In politics, citizens feel and are seen as competent towards authorities	In politics, citizens feel and are seen as incompetent towards authorities
In religion, philosophy and science: relativism and empiricism	In religion, philosophy and science: belief in ultimate truths and grand theories

**Hofstede, G. (2011).** Dimensionalizing cultures: The Hofstede model in context. *Online Readings in Psychology and Culture*, 2(1), 1–26. <https://doi.org/10.9707/2307-0919.1014>

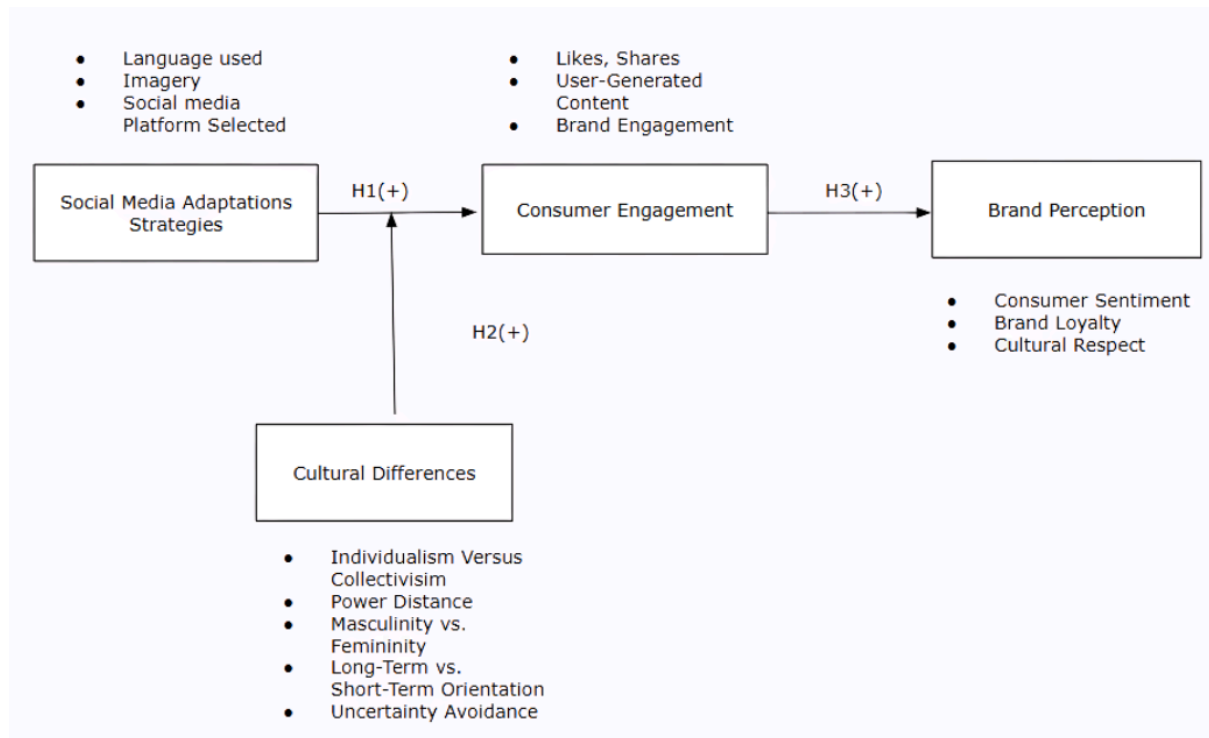
**Figure 3: Conceptual Model****Appendix B: Exhibits**

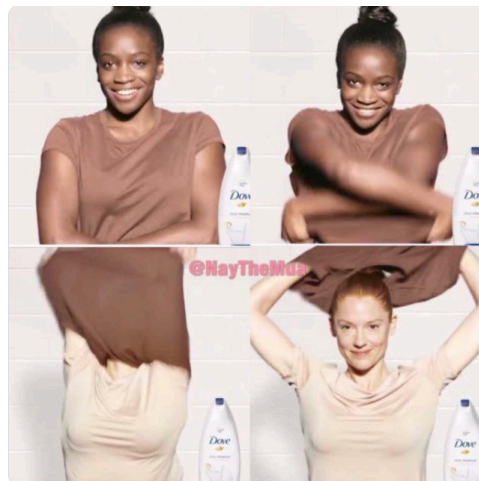
Exhibit 1: Nestle's Pure life campaign



Exhibit 2 : Coca cola's Besties Mode campaign



Exhibit 3: Controversial Dove ad featuring skin transformation.



**Source:** X (Formerly Twitter), 2024. Available at:  
[https://x.com/Habeeb\\_Akande/status/916957844779520000](https://x.com/Habeeb_Akande/status/916957844779520000)

Exhibit 4. Controversial Burger King tweet on Women's Day.





**Source:** AsiaOne. (2021, March 11). *"Women belong in the kitchen": Burger King roasted for Women's Day tweet.*

<https://www.asiaone.com/digital/women-belong-kitchen-burger-king-roasted-womens-day-tweet>.

Exhibit 5: Countries with the highest and lowest individualism scores.

Country	Individualism Score
USA	91 (Highest)
Australia	90
UK	89
...	...
Ecuador	8
Guatemala	6
Panama	11 (Lowest)

**Source:** Rememo.io. *Hofstede's cultural dimensions in agile.*

<https://rememo.io/blog/hofstedes-cultural-framework-in-project-management>.

Exhibit 6: Countries with the Highest and lowest Masculinity scores.

Country	Masculinity Score
Japan	95 (Highest)
Hungary	88
Austria	79
...	...
Norway	8
Sweden	5

**Source:** Rememo.io. *Hofstede's cultural dimensions in agile.*  
<https://rememo.io/blog/hofstedes-cultural-framework-in-project-management>.

Exhibit 7: *Miss you, McSpicy!*



**Source:** 180ai.com. (2023). *Miss you, McSpicy!* <https://www.180ai.com/WORK/242.html>

Exhibit 8: Zero Sugar Campaign.



**Source:** Coca-Cola Bottlers Japan. (n.d.). *Beverages for life: Beverages are in tune with people's lives and daily living.* <https://en.ccbj-holdings.com/ir/pdf/en/annualreview/ccbj/2021/4.pdf>.

Exhibit 9: 'Live for now' campaign (Pepsi).



**Source:** Krishna, V. (2020, October 12). *Ad analysis: 'Live for now' campaign (Pepsi)*. LinkedIn. <https://www.linkedin.com/pulse/ad-analysis-live-now-campaign-pepsi-vatsala-krishna/>.

### **Appendix C: Questionnaire Questions**

Here's how you can structure your survey questions into two separate sets — one for Nestlé Pure Life and one for Coca-Cola Bestie Mode — each using a 7-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (7). This format is clean and ready to be added to your appendix.

#### **Set 1: Nestlé Pure Life Campaign**

Instructions: Please indicate how much you agree with the following statements about the Nestlé Pure Life campaign, using the scale from 1 (Strongly Disagree) to 7 (Strongly Agree).

#### **Section 1A – Cultural Dimensions (CD)**

1. The campaign highlights the importance of social connections and caring for others.
2. The campaign respects authority by collaborating with well-known brands and organizations.
3. The campaign focuses on long-term benefits, like staying healthy and protecting the environment.
4. The campaign shows everyone as equal, regardless of their role or position.
5. The campaign encourages family and community values.

#### **Section 1B – Social Media Adaptation Strategies (SMAS)**

6. The company's use of popular platforms like Instagram, Facebook, and TikTok makes its campaign more engaging.
7. The campaign's design and visuals made the message clear and understandable.
8. The language used in the campaign included local expressions that felt familiar to me.
9. The campaign blended Arabic with other languages (e.g., English) in a natural way.

10. The campaign content was tailored to the platform it appeared on (e.g., short videos and reels for Instagram).

### **Section 1C – Consumer Engagement (CE)**

11. I would have liked to share or create content related to the campaign on social media.
12. When this campaign acknowledges Lebanese culture, I feel a stronger emotional connection to the brand.
13. I feel personally involved in the campaign, especially when it invites consumer participation through hashtags, story sharing, or competitions.
14. The campaign hashtags (e.g., #HydrationGoals) encouraged me to share posts.
15. I would have interacted with the campaign messages focusing on sustainability and family-related themes.

### **Section 1D – Brand Perception (BP)**

16. Nestlé respects Lebanese culture in advertising for this campaign.
17. Nestlé's social media campaign would make me feel valued as a consumer in Lebanon.
18. I would recommend this campaign to my friends or family.
19. This campaign would motivate me to stay loyal to the brand even if competing brands offer similar products.
20. I appreciate the campaign's creative focus on healthy hydration, vibrant visuals, and commitment to sustainability, while promoting family connection and eco-friendly living.

### **Set 2: Coca-Cola Bestie Mode Campaign**

Instructions: Please indicate how much you agree with the following statements about the Coca-Cola Bestie Mode campaign, using the scale from 1 (Strongly Disagree) to 7 (Strongly Agree).

### **Section 1A – Cultural Dimensions (CD)**

1. The campaign highlights the importance of social connections and caring for others.

2. The campaign respects authority by collaborating with well-known brands and organizations.
3. The campaign focuses on long-term benefits, like staying healthy and protecting the environment.
4. The campaign shows everyone as equal, regardless of their role or position.
5. The campaign encourages family and community values.

### **Section 1B – Social Media Adaptation Strategies (SMAS)**

6. The company's use of popular platforms like Instagram, Facebook, and TikTok makes their campaign more engaging.
7. The campaign's design and visuals made the message clear and understandable.
8. The language used in the campaign included local expressions that felt familiar to me.
9. The campaign blended Arabic with other languages (e.g., English) in a natural way.
10. The campaign content was tailored to the platform it appeared on (e.g., short videos and reels for Instagram).

### **Section 1C – Consumer Engagement (CE)**

11. I would have liked to share, or create content related to the campaign on social media.
12. When this campaign acknowledges Lebanese culture, I feel a stronger emotional connection to the brand.
13. I feel personally involved in the campaign, especially when it invites consumer participation through hashtags, story sharing, or competitions.
14. The campaign hashtags (e.g., #SustainabilityWithNestlé) encouraged me to share posts.
15. I would have interacted with the campaign messages focusing on sustainability and family-related themes.

### **Section 1D – Brand Perception (BP)**

16. Coca-Cola respects Lebanese culture in advertising for this campaign.
17. Coca-Cola's social media campaign would make me feel valued as a consumer in Lebanon.
18. I would recommend this campaign to my friends or family.
19. This campaign would motivate me to stay loyal to the brand even if competing brands offer similar products.
20. I appreciate the campaign's creative focus on healthy hydration, vibrant visuals, and commitment to sustainability, while promoting family connection and eco-friendly living.

### Appendix D: Tables

#### Case Processing Summary

		N	%
Cases	Valid	68	47.2
	Excluded <sup>a</sup>	76	52.8
	Total	144	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.968	20

#### Reliability Statistics

Cronbach's Alpha	N of Items
.938	20

**Descriptive Statistics**

	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Variance Statistic	Skewness		Kurtosis	
							Statistic	Std. Error	Statistic	Std. Error
NCD	68	1.00	5.00	3.6853	1.10916	1.230	-.956	.291	.360	.574
NSMAS	68	1.00	5.00	3.9765	1.05747	1.118	-1.398	.291	1.530	.574
NCE	68	1.00	5.00	3.5000	1.03923	1.080	-.456	.291	-.038	.574
NBP	68	1.00	5.00	3.8794	1.07905	1.164	-1.025	.291	.522	.574
Valid N (listwise)	68									

**Descriptive Statistics**

	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Variance Statistic	Skewness		Kurtosis	
							Statistic	Std. Error	Statistic	Std. Error
CCD	76	1.00	5.00	3.2658	.83866	.703	-.457	.276	.079	.545
CSMAS	76	1.00	5.00	3.5974	.83362	.695	-1.073	.276	1.376	.545
CCE	76	1.00	4.80	2.7658	1.06603	1.136	-.088	.276	-.863	.545
CBP	76	1.00	5.00	3.1842	.98455	.969	-.287	.276	-.632	.545
Valid N (listwise)	76									

**Correlations**

		NCD	NSMAS	NCE	NBP
NCD	Pearson Correlation	1	.782**	.662**	.740**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	68	68	68	68
NSMAS	Pearson Correlation	.782**	1	.803**	.844**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	68	68	68	68
NCE	Pearson Correlation	.662**	.803**	1	.797**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	68	68	68	68
NBP	Pearson Correlation	.740**	.844**	.797**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	68	68	68	68

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Correlations

		CCD	CSMAS	CCE	CBP
CCD	Pearson Correlation	1	.613**	.468**	.627**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	76	76	76	76
CSMAS	Pearson Correlation	.613**	1	.341**	.568**
	Sig. (2-tailed)	<.001		.003	<.001
	N	76	76	76	76
CCE	Pearson Correlation	.468**	.341**	1	.814**
	Sig. (2-tailed)	<.001	.003		<.001
	N	76	76	76	76
CBP	Pearson Correlation	.627**	.568**	.814**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	76	76	76	76

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3.466	.092		37.666	<.001	3.282	3.650		
	NSMAS_centered	.779	.144	.792	5.405	<.001	.491	1.066	.255	3.929
	NCD_centered	.071	.112	.076	.634	.528	-.153	.295	.381	2.624
	NSCD	.038	.057	.069	.665	.509	-.076	.152	.500	1.999

a. Dependent Variable: NCE

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.744	.124		22.055	<.001	2.496	2.993		
	CSMAS_centered	.126	.172	.098	.731	.467	-.217	.469	.594	1.684
	CCD_centered	.536	.169	.422	3.173	.002	.199	.874	.608	1.644
	CSCD	.050	.138	.041	.365	.716	-.225	.326	.835	1.198

a. Dependent Variable: CCE

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 <sup>a</sup>	.645	.639	.62413

a. Predictors: (Constant), NSMAS



**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.651	1	46.651	119.759	<,001 <sup>b</sup>
	Residual	25.709	66	.390		
	Total	72.360	67			

a. Dependent Variable: NCE

b. Predictors: (Constant), NSMAS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.362	.297		1.222	.226
	NSMAS	.789	.072	.803	10.943	<,001

a. Dependent Variable: NCE

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806 <sup>a</sup>	.650	.634	.62902

a. Predictors: (Constant), NSCD, NCD\_centered, NSMAS\_centered

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.038	3	15.679	39.628	<,001 <sup>b</sup>
	Residual	25.322	64	.396		
	Total	72.360	67			

a. Dependent Variable: NCE

b. Predictors: (Constant), NSCD, NCD\_centered, NSMAS\_centered

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.466	.092		37.666	<,001
	NSMAS_centered	.779	.144	.792	5.405	<,001
	NCD_centered	.071	.112	.076	.634	.528
	NSCD	.038	.057	.069	.665	.509

a. Dependent Variable: NCE

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797 <sup>a</sup>	.635	.629	.65703

a. Predictors: (Constant), NCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.519	1	49.519	114.709	<.001 <sup>b</sup>
	Residual	28.492	66	.432		
	Total	78.011	67			

a. Dependent Variable: NBP

b. Predictors: (Constant), NCE

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.984	.282		3.492	<.001
	NCE	.827	.077	.797	10.710	<.001

a. Dependent Variable: NBP

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.341 <sup>a</sup>	.117	.105	1.00873

a. Predictors: (Constant), CSMAS

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.933	1	9.933	9.762	.003 <sup>b</sup>
	Residual	75.298	74	1.018		
	Total	85.231	75			

a. Dependent Variable: CCE

b. Predictors: (Constant), CSMAS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.195	.516		2.317	.023
	CSMAS	.437	.140	.341	3.124	.003

a. Dependent Variable: CCE

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.474 <sup>a</sup>	.225	.193	.95775

a. Predictors: (Constant), CSCD, CCD\_centered, CSMAS\_centered

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.187	3	6.396	6.972	<.001 <sup>b</sup>
	Residual	66.044	72	.917		
	Total	85.231	75			

a. Dependent Variable: CCE

b. Predictors: (Constant), CSCD, CCD\_centered, CSMAS\_centered

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.744	.124		22.055	<.001
	CSMAS_centered	.126	.172	.098	.731	.467
	CCD_centered	.536	.169	.422	3.173	.002
	CSCD	.050	.138	.041	.365	.716

a. Dependent Variable: CCE

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814 <sup>a</sup>	.663	.658	.57569

a. Predictors: (Constant), CCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.176	1	48.176	145.365	<,001 <sup>b</sup>
	Residual	24.525	74	.331		
	Total	72.701	75			

a. Dependent Variable: CBP

b. Predictors: (Constant), CCE

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.105	.185		5.982	<,001
	CCE	.752	.062	.814	12.057	<,001

a. Dependent Variable: CBP