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## **Adapting International Marketing Strategies in Global and B2B Markets**

## Abstract

This dissertation investigates how organisations adapt international marketing strategies in global B2B (business-to-business) markets. B2B demonstrates notable differences from business-to-consumer (B2C) markets, including lengthy sales cycles, multiple decision-makers, layers of regulations, etc, making it necessary and difficult to adapt. The findings extend existing research debates around standardisation–adaptation - positionality between global and local - see Chapter 1 (introduction). The findings highlighted the increasing prominence of hybrid "glocal" approaches, balancing global brand consistency whilst being responsive to local needs, in international researcher and practitioner spheres.

Using an interpretivist philosophy, this study employed qualitative methodology, through semi-structured interviews with ten marketing professionals spanning sectors and geography. Five areas emerged in the thematic analysis of participants' perceptions of adaptation in international B2B marketing as follows: drivers of adaptation, cultural and regulatory impact, technology and data's role in adaptation, challenges and risks surrounding adaptation, and strategic-level impact of adaptation. The current research informs us that much of the rationale for adjustments emanates from customer expectations, regulatory compliance, brand positioning competitive requirements, whilst also citing that technology was enabling more personalisation at scale. However, in a different sense over-customisation may diminish brand equity while under-adapting branding risk's alienating engaged buyers with an international offering.

This study concludes that adaptation is not just a tactical change, but it can also enable strategic impact for competitiveness outcomes. This includes better leads, quicker conversions, better trust and stronger working relationships with a base of clients. Ultimately, to conduct effective international B2B marketing, an organisation must be agile, culturally intelligent, adaptable and develop integrated digital-level capabilities to execute sustainable continuous adaptation.

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## **Chapter 1: Introduction**

### **1.1 Background of the Study**

International marketing as a practice has developed into a sophisticated type of discipline in a world that is highly and digitally connected. As organisations, we are increasingly, going beyond our domestic globalised borders to increase market share, gain advantages from cost benefits, and pursue new customers. Not least, many B2B markets differ from B2C markets through very different purchasing processes, decision-making structures, and relationships. Translating traditional B2B marketing practices to a global audience is additionally complicated by variations in culture, legal obligations, political contexts, and economic status (Berndt, Altobelli and Sander, 2023). As a result, adjusting marketing practices to achieve competitive and relevant international exposure is a primary issue in international business.

The international marketing literature has highlighted the contradictions between standardisation and adaptation. Scholars, such as Levitt (1983), initially focused on the benefits of standardisation, arguing that marketing economies of scale and brand consistency result from uniformity (Abbaszade, 2022). More recently, researchers have emphasised adaptation as a strategic necessity, particularly in markets that differ dramatically in terms of culture, regulatory requirements, technological sophistication, and customer expectations. The same holds in B2B, where relationship-building, trust, and long-term cooperation are often essential for sales success, signalling the importance of cultural sensitivity, local relevance, and organisational fit in marketers' strategies that conform to market-specific attributes and norms.

The emergence of digital technologies and the proliferation of data analytic tools, like customer profiling, predictive modelling, and hyper-personalised campaigns, have disrupted the international marketing landscape further. Nevertheless, even though these capabilities are greatly enhanced, employing adapted strategies is still problematic across different global B2B marketing contexts because of the long sales cycles, multiple decision-makers, and dependencies that occur between organisations (Zhao et al., 2022). Because marketing adaptation is central to achieving strategic fit in global markets, we embarked on an exploration of how businesses adjust their international marketing strategies in B2B contexts and the implications of those adaptations on performance, relationship quality, and market responsiveness.

## 1.2 Problem Statement of the Research

Despite a significant amount of published research on international marketing, the majority of the research is focused specifically on B2C environments and those B2B studies often examine internationalisation for limited aspects such as export performance, market entry modes, or buyer-supplier relationships, largely failing to critically assess how marketing strategies are adapted in practice to different international markets. Additionally, there is still a clear theoretical and empirical gap in understanding how digitalisation, customer relationship management, and cultural agility inform strategic adaptations in B2B contexts (Othman and Ismail, 2025). This gap is important because B2B firms, especially SMEs and mid-sized enterprises, often face difficulties balancing global integration with local responsiveness.

Another challenge is the heterogeneity of international markets, as what can be thought of as a successful adaptation in one area may not be perceived as successful in another. Consequently, it is impractical, and may be irresponsible to take a standardised approach to international marketing. Often, cross-border B2B marketing as well as the international marketing process will present challenges such as regulatory compliance, logistical issues or institutional voids in emerging markets (Turner, 2024). Thus, understanding how firms approach and implement marketing adaptation across areas will help to foster global competitiveness.

This study is justified on practical grounds. Companies across the globe are beginning to emerge from the impact of COVID-19, and because of geopolitical uncertainties--Brexit in the U.K. and trade wars between the U.S. & China, are now under pressure to reassess how they position their offerings in foreign markets. hybrid work arrangements, digitalisation and shifting customer expectations have altered current B2B marketing strategies. With this in mind, examining the empirical evidence of the implementation of adaptive international marketing strategies provides evidence for both academic and managerial practice.

## 1.3 Research Aim and Objectives

### *Aim*

- To investigate how organisations adjust their international marketing strategies to contend with challenges and realise opportunities that occur in the vastness of global and B2B markets.

### *Objectives*

- To identify the main challenges organisations experience when devising marketing strategies in global and B2B markets, focusing on cultural, regulatory, and technological factors.
- To investigate the role of cultural adaptation and consumer behavior in building international marketing strategies across global regions.
- To examine how organisations utilize digital transformation, strategic relations, and innovation to overcome barriers related to B2B marketing.
- To identify best practices to blend local responsiveness and global branding, and to implement strategic success in international marketing campaigns.

#### **1.4 Research Questions**

- RQ1: What are the main drivers of international marketing strategy adaptation for B2B markets?
- RQ2: How do cultural, regulatory and institutional differences influence decisions about marketing adaptation?
- RQ3: How do digital technologies support the localisation and personalisation of B2B marketing strategies?
- RQ4: How does adaptive marketing strategy impact organisational performance in international B2B contexts?

These questions have been constructed to provide descriptive and explanatory responses to enable a thorough understanding of theory and professional practice.

#### **1.5 Research Rationale**

The research rationale for this study is based simply on the fact that the international and B2B contexts are evolving more rapidly than ever before, and existing methods are inadequate to respond to the complexity of global operations. As firms become more occupied with cross-border relationships and global markets, the need for marketing models that can be employed across a range of contexts is critical.

This manuscript will provide immediate insights into how MNEs can develop meaningful and flexible marketing strategies that exist within global best practices but also specifically address local B2B characteristics (Suotunen, 2021). By using qualitative research (real-world experiences of marketing managers), the study can provide a useful framework for addressing marketing complexity across global settings.

And finally, our research will contribute to marketing scholarship by linking marketing strategy, globalisation, and B2B decision-making – such a link is undervalued and very little is written about the connections. It may also serve as a useful reference point for practitioners needing to strike a balance of standardisation and localisation constantly to meet international requirements.

### **1.6 Scope of the Study**

The research builds upon the body of knowledge regarding MNEs together with the definition for MNEs, the study is relevant to MNEs that travel across countries of various industrial sectors, have both international and business-to-business (B2B) marketing capabilities and operate across cultures and economies (Chaudhry, Crick and Crick, 2024). Despite the goals relating to implementation, data collection will take place globally targeting professionals and representing decision making and strategy choices regardless of culture and economy undertaken at each level of the MNE. While the research seeks to find the exploitable insights generated by different markets, it is intended to explicate the complexities that organisations face in achieving global consistency whilst remaining globally responsive to localised contextual requirements.

The research's primary focus is upon understanding strategic, cultural, technological and regulatory immediate influences on marketing adaptations within a B2B marketing context. The study is not about developing a prescriptive, one-size-fits-all framework, but will uncover strategies and best practices that are adaptable to firms contended environments (Reimann, Carvalho and Duarte, 2021). The study does not include sector specific or deep dive analysis or the quantitative convocations of the contextual findings but does provide the in-depth qualitative embodied and contextual findings for marketing flexibility and innovation within the globalised business contexts. The findings from the study were intended to be generative and useful for practitioners, academics and influencers.

### **1.7 Significance of the Study**

This research is significant for several groups of stakeholders:

For academic researchers, it provides empirical data on how organisations are attempting to integrate global marketing strategy with requirements of specific B2B market demands and adds to the scant literature in this area.

For industry researchers, it provides evidence for the varying dimensions of practice, highlighting practical strategies and tools, and adaptive initiatives that enhance performance around complex and uncertain international markets.

For public policy, like regulators and public agencies, it identifies key barriers and enables effective international trade and marketing activities on which regulators can develop more supportive regulatory solutions.

For future research, this dissertation provides a baseline understanding of marketing strategy adaptation in a global B2B context that could inform new research around digital transformation, cultural intelligence and localisation adaptation models.

## **1.8 Structure of the Dissertation**

The dissertation is structured into six chapters as follows:

**Chapter 1: Introduction** - Outlines the research background, problem, aim, objectives, rationale, and structure.

**Chapter 2: Literature Review** - Critically reviews the existing academic literature on international and B2B marketing strategies, avoiding gaps, and weaving it into common and dominant themes.

**Chapter 3: Methodology** - Explains the philosophical stance, research design, sampling, and data collection methods.

**Chapter 4: Findings and Analysis** - Presents the empirical data collected via interviews and interprets the results.

**Chapter 5: Discussion** - Links the findings to the literature and theoretical frameworks and offers broader implications.

**Chapter 6: Conclusions and Recommendations** - Summarises the key insights and makes practical and theoretical recommendations for future research.

## **Chapter 2: Literature Review**

### **2.1 Introduction**

The literature review provides a contextual basis for the current study, reviewing the theoretical and empirical developments regarding aspects of marketing adaptation in the international literature within a B2B context. As businesses continue to grow globally and apply their marketing strategies through complex markets, it is essential to consider the differences between B2B and B2C buying behaviours. The literature for international marketing has long debated between the practice of standardisation and adaptation and recent developments in digital - transformations are forcing B2B companies to look into dynamic capabilities which has re-opening ways of adaptation and standardised under a range of rapidly changing cultural and regulated contexts. The purpose of this chapter is to review academic literature to understand the progression of theories, practice problems and empirical studies applicable to the study's research questions as well as some of the limitations regarding gaps in the literature as well as developing a conceptual framework that shapes the research design in Chapter 3.

### **2.2 The Standardisation–Adaptation Continuum**

The discussion on standardisation versus adaptation in the development of marketing strategies is an important topic for scholars and practitioners in the international marketing field. The discussion of globalisation, technological innovations and increasingly diverse markets has developed over time. In the past years, Levitt (1983) famously argued that marketing strategies should be standardised across international markets because consumers around the world are increasingly similar, and firms can take advantage of economies of scale, standardisation of brand image, and efficiency of operations (Głodowska, Wach and Maciejewski, 2023). It was argued that, through purification of globalisation, a global standardised marketing strategy allows for lower costs, global brand campaigns, and brand consistency. This was particularly relevant to large multi-national enterprises.

However, the last two decades, and particularly the recent literature from 2020 - 2025, has contested this view. Scholars have argued that global markets are more complex, dynamic, and fragmented than Levitt had considered when originally publishing. The heterogeneity of consumer behaviour across geographic regions, the differences in regulatory requirements, the diversity of cultural expectations, and differences in technology maturity or immersion across regions invalidates complete standardisation. This is particularly true in the Business-to-Business (B2B) sector, where relationships, trust, and specificity of offerings is more important

than typical consumer markets. In B2B marketing, marketing strategies are especially varied, given industry specifics, local (and varied) procurement practices, and potential very different decision-making processes across borders.

A recent study worth highlighting is Eze, Inyang, and James (2024), who systematically reviewed 79 peer-reviewed articles published between 2017 and 2023 reporting on empirical research. They found growing trend in academic or managerial favour for hybrid, or "glocal", strategies - marketing approaches that reflect aspects of both standardised global and adapted local activities. The authors identified 16 arguments in favour of standardisation such as, marketing consistency, reduced duplication of marketing content, and synergies involving strategic fit. They also identified 16 arguments in favour of adaptation including, cultural proximity to the customer, compliance with local regulation and policy, and culturally proximate customers. The glocal strategy as evident in their review is not a compromise as marketing theorists and researchers have also advocated, rather glocal is described as a necessary strategy in international B2B marketing, whilst enabling firms to achieve global efficiencies, and/or scale by being responsive to local conditions, regulations, and culture.

The notion of dynamic adaptation has been supported through empirical studies from Milka and Garncarz, (2025) which examined the marketing strategies of the Maspex Group, a prominent Polish multinational food corporation that operates in more than 50 countries. Their research shows that adaptation can be context dependent and can depend on product category, local competition, customer expectations, and brand equity. For instance, in markets where the industrial demand is more homogenous, or commoditised B2B sectors, standardisation may be more viable; conversely, highly customised solutions are the necessity in Markets that are more technologically advanced or culturally distinct. In conclusion, the study suggests firms develop responsive marketing systems that have a continuous assessment of global integration and local responsiveness.

This new agreement has encouraged researchers to reconceptualise the standardisation–adaptation dichotomy as a more flexible and process-oriented framework. Contemporary literature increasingly envisages the continuum as a co-constitutive process in forming institutional constraints, relational aspects and strategic judgements. Hence, instead of standardisation and adaptation being treated separately, recent models highlight how firms are engaged in continual calibration in the changing context of marketing mix (e.g. price, promotion, product design and distribution) based on both internal capabilities, and external market reaction to marketing purposes (Reimann, Carvalho and Duarte, 2021). This dynamic

context of marketing is particularly marked in B2B relationships when marketing is often a part of long-term services contracts with technical specifications and customisation.

While hybrid strategies continue to gain traction, a notable lack of applied research exists in the literature concerning the conceptualisation of how hybrid strategies impact outcomes, especially in the B2B context. Although a meta-analysis completed by Paul, (2020) found adaptation strategies are reported among many firms, the studies investigated that the relationship between adaptation strategies and firm performance is often not completely verified. This could be due to methodological variations across multiple studies, found inconsistently and conceptually defined adaptation, and lack of contextualised industry research in areas such as manufacturing, IT services or logistics. Furthermore, research has primarily focused on consumer goods and multinational companies which means there is gap in the strategic reality of B2B companies due their resource constraints, lengthy sales process and ever-increasing complexity in buyer decision behavior.

While the standardisation to adaptation issue has evolved as an elaborate topic and dynamic discussion topic in the international marketing research literature, overall the literature has increasingly towards hybrid strategies to leverage efficiencies gained from being global as well as considering the local relevance. However, in the unique context of international B2B markets there is a need for more empirical studies that explain how companies are using hybrid strategies as part of the internationalisation process and how it influences performance. The present work is a step in that direction by investigating what adaptive behaviours B2B companies with distinct markets are using in practice.

### **2.3 Dynamic and Adaptive Marketing Capabilities in B2B**

In this time of continuous volatility and rapid change, for organisations seeking international opportunities, the ability to navigate new market conditions, changing consumer expectations, and new technologies has become a crucial and sustainable source of competitive advantage. In B2B of marketing, adaptable capability was often theorised in terms of dynamic capabilities. Dynamic capabilities are the firm's ability to intentionally develop, alter and utilise their internal capabilities for adaptation to changes in the external environment (Bhardwaj et al., 2022). Dynamic capabilities can deliver firms an avenue for strategic agility or semi-static capabilities enabling firms to pivot their value chains, re-position their offerings in markets, and leverage contested market intelligence across disparate geographic markets.

The recent body of literature has described and highlighted the importance of dynamic and adaptable types of marketing capability that extrapolate into international strategies for B2B



markets; for example, in their study of Portuguese B2B SMEs, Reimann, (2020) builds on these notions of DMC and the significance of proactively sensing the market, the process of continuous innovation, and internal systems for learning as critical to success in international marketing. An important observation is that an international marketing context provides opportunities to identify more subtle or refined local customer needs, meanwhile being able to continuously realign the marketing strategy in the context of various national technological changes and competitive pressures. This study demonstrated the strategic importance of developing internal knowledge and forms of cross-border knowledge transfer as key constructs to collective capabilities of market responsiveness.

Adaptive marketing capabilities (AMCs) are complementary to the concept of dynamic marketing capabilities (DMCs) because they allow managers to implement tactical, real-time alterations to marketing-related activities. These alterations could involve the ability to modify a firm's communication outputs, change distribution methods, or alter pricing strategies in response to a sudden change in regulations, or competitive actions. Strong DMC is especially important in international B2B contexts because organisations must strike a balance between long-term positioning and short-term responsiveness (Shen, Sha and Wu, 2020). While a firm with a strong AMC will have the ability to maintain long-term positions, it will be able to adopt and operationalise the insights gained from DMC to effectively turn foresight into timely and contextual changes.

The COVID-19 pandemic illustrated the necessity for adaptive and dynamic capabilities. According to Moi and Cabiddu, (2022), B2B firms that had individuals with strong sensing routines and adaptive infrastructures were the first to pivot during the pandemic. These B2B firms reconfigured their supply chains, digitised their customer engagement processes, and brought in new service models to support changing customer needs, demonstrating resilience and competing effectively. B2B firms in this category succeeded in either maintaining or growing their international market presence during the pandemic. The capacities of DMC and AMC supported their effective responses to global disruptions.

While these capabilities have been firmly established as critical, a majority of the current empirical studies on the topic primarily focus on SMEs and their single-country contexts, without multi-sector and longitudinal studies evaluating how DMC and AMC interact over time in international business-to-business environments. As such, this study seeks to close this gap by investigating how B2B firms in global markets develop, deploy, and evaluate such capabilities.

## **2.4 The Role of Digital Transformation and Marketing Agility**

Digital transformation has fundamentally altered the assumptions and practices that B2B firms use to develop and enact international marketing strategies. Digital transformation encompasses the use of digital tools and platforms, but also means thinking around how to create value, how to engage customers, and how to be agile as an organisation. Scholars have recently focused on how digital transformation links with marketing agility development in complex global B2B contexts.

The work of Rizana, Wiratmadja, and Akbar, (2025) recognised four essential digital transformation capabilities – strategic alignment, digital leadership, data-driven organisation culture, and talent agility. They indicated these capabilities enabled manufacturing firms to quickly adapt their marketing campaigns for different international markets. Ellstrom et al., (2021) also wrote about the micro-foundations of digital transformation in B2B settings, highlighting routines for market sensing, opportunity seizing, and resource reconfiguration, which echoes Teece's (2007) dynamic capabilities framework.

Big data analytics (BDA) is yet another enabler of adaptive international marketing. Saeed et al., (2023) identified that capabilities enabled by BDA enhanced a firm's ambidexterity-the capability to balance exploration and exploitation-enabling improved market performance. They found that firms enabled by BDA predictive analytics and profiling tools achieve better campaign fits to diverse markets, mixes of locals, while keeping strategic control from the centre.

Artificial intelligence (AI) is starting to shape adaptation strategies, too. Cui, (2025) study of China's manufacturing sector, found AI-enabled digital transformation exercised a positive influence on firm performance, particularly when combined with green innovation and the effective use of human-AI interactions. This indicates that B2B digitalisation is more than tool enabling efficient transactions and now enables some strategic adaptation, aligning the firm with sustainability agendas.

Digitalisation has also ushered in a new emphasis on marketing agility, or the rapid sensing and responding to changes in the market. Current evidence suggests that agile marketing teams, which usually incorporate practices from software development, can better localise content, change pricing, and provide real-time personalisation. The Marketing Science Institute also prioritised marketing agility as an area for research, particularly given the role marketing plays in recovering from the pandemic and digital resilience.

While these advancements in marketing raise important issues for study, the literature predominantly treats digital transformation and agility as separate areas of research. There is a need for integrative frameworks to demonstrate how digital tools, agile processes, and dynamic capabilities can collectively contribute toward marketing adaptation in global B2B environments.

## **2.5 Cultural, Institutional, and Regulatory Influences**

The cultural, institutional, and regulatory contexts hold utmost importance for the adaptation of international marketing strategies and adaptation strategies in international entrepreneurial marketing ER, particularly in B2B situations. In B2B business relationships, transactions occur over longer periods of time, involve complex exchanges, and require adherence to a greater number of complex compliance standards together not just differing strategic preference in approach but, in many instances, is also a necessity in many global B2B markets.

Cultural adaptation in B2B marketing takes place beyond major language translation then perhaps minor localisation, and usually entails understanding negotiation style, power distance, decision making hierarchies, and risk tolerances that may not be the same from country to country. For instance, in collectivist cultures, such as Japan or India, relationships (trust) and face-to-face meetings are prioritised. Whereas, in individualist cultures, such as the United States or Germany, efficiency and upping direct communication are prioritised. Ultimately differences influence, not only the marketing communications tone, but also, service agreement structures, contract negotiations, and follow-on post-sales service strategies. In B2B contexts internationally, there is a risk of trust breakdowns if failures occur in the cultural adaptation, and flexibility may arise as a perceived inflexibility.

At the institutional level, firms need to consider the differences in regulatory frameworks, bureaucratic conventions, and legal obligations. Katsikeas, Leonidou and Zeriti, (2020) identified institutional and regulatory adaptation as an important dimension of international marketing mix strategy. Their research revealed that when companies enter emerging or regulatory markets, they often must modify their marketing mix in a much broader sense. In addition to promotional efforts, business in other countries are also often required to modify product compliance, data practices, and pricing strategies to satisfy local laws. For example, firms that operate in regions with strict data protection laws, such as the GDPR in the European Union, to comply with privacy protection requirements when using CRM systems to build lead generation or email campaigns. Likewise, in countries with protectionist procurement laws that

favour domestic suppliers, global business-to-business firms may be required to obey host country practices by partnering with local distributors or perform a joint venture.

A case in point is the Maspex Group, a Polish multinational enterprise, which deftly adapted its B2B marketing by re-aligning brand presentation with local cultural codes while utilising specific country institutional norms. Milka and Garncarz (2025) pointed out that these adaptations allowed Maspex to preserve a global identity, while developing local trust and legitimacy, an increasingly popular marketing model for internationalising (SME's) and mid-market firms.

Although the idea of cultural and institutional adaption is well documented in B2C, it has received limited attention in B2B marketing. Kittur, Chatterjee and Upadhyay, (2023) argued that many B2B marketing researchers still use consumer/industrial marketing process as generic umbrella to explicit detail in their research. This consistent approach to detail will not identify or take into consideration any unique regulations, long deal cycles and procurement processes present in B2B. Academic research is therefore warranted to better understand how B2B firms learn to navigate the layered environments present to develop effective and compliant marketing in international markets.

## **2.6 Performance Outcomes and B2B Sales Enablement**

To comprehend international marketing adaptation strategies effectiveness, it is important to discern their impact on performance in detail. In a B2B context where return on investment (ROI), customer retention, and operational alignment are practical performance measures, outcome-oriented marketing adaption strategies take on an even greater significance. In a B2C context, branding and emotional value are the dominant strategies used to gauge performance, but in a B2B context, marketing success must be viewed through a different lens based on tangible measures such as the quality of leads generated, percentage of deal closures, operational efficiency in the sales cycle, and the operational alignment of the marketing and sales teams.

The contemporary literature is increasingly emphasising the role of adaptive marketing in reducing costs, increasing profits, and improving general marketing performance by increasing innovativeness and effectiveness. Jonsdottir (2024) note that big data analytics (BDA) driven dynamic capabilities improve how firms detect and interpret market trends, improve targeting, and enhance collaboration between sales and marketing functions. In other words, they developed predictive analytics and customer segmentation models, which leveraged highly situational value propositions that were corresponding to clients' procurement needs and

buying cycles, while operating across various international markets. This alignment was important for mitigating marketing effort waste and boosting lead conversion, which impacts ultimately measure revenue generation and customer satisfaction.

Additionally, the incorporation of artificial intelligence (AI) into marketing workflows has demonstrated considerable potential in improving both financial and non-financial outcomes. Cui, (2025) demonstrated that AI-facilitated marketing adaptation, specifically real-time segmentation, adaptive pricing, and automated content personalisation, led to more effective and responsive international B2B interactions. Their research also noted that performance outcomes are optimised through the use of digital adaptation in combination with sustainable practices, as we see a tendency for marketing innovativeness to converge with corporate social responsibility. This enhanced credibility with their brand and attracted eco-friendly buyers and institutional partners, especially in certain European and Asian markets.

As a practical perspective, Deloitte (2024) reported several actionable tactics taken by B2B companies looking to improve sales enablement when using three dimensional marketing adaptations; digitised procurement and sales, aligning coronavirus restrictions with front and back operations, improved self-service portals for B2B allies, and utilise real-time analytics for documenting customer journeys. Businesses using these tactics reported major improvements to lead generation, contract renewal, and customer loyalty across countries and borders indicated increasing interest in changed variations of online adaptations. The empirical evidence confirms the relevance of utilising adaptive marketing strategies for sales enablement and business continuity.

Even with the evidence compelling researchers to consider the use of adaptive marketing strategies, empirical research is scarce into developing an integrated model of indicators to assess the productive impact of the adaptations made in marketing. Most of the existing studies rely on or assume generalised or firm-level financial indicators to estimate the effects. Thus, the study inadvertently misses the smaller, nuanced adaptations and the productive implications of the adaptations on each level of campaign, channel, or market. As practiced researchers, it is important to take time to understand a clearer and multilevel measurement and indicators of the numerous least of agile, responsive, and culturally adapted measurements to analysing outcomes (Junker et al., 2022). The project aims to fill the empirical gap by exploring the lived experiences of marketers and strategic choices made by B2B companies seeking to adapt to global influences.

## 2.7 Conceptual Framework and Research Gaps

Based on the substantial literature examined in previous sections, this study presents a multi-faceted conceptual framework that illustrates the complex relationship among adaptive international marketing strategies and performance in B2B global markets. The proposed framework emphasises the relationships among four interrelated dimensions: (1) Adaptation strategy, (2) Capability configuration, (3) Environmental complexity, and (4) Performance outcomes. Rather than being viewed as an independent dimension, these dimensions are capable of relating to each other in a dynamic, cyclical feedback loop that is continuously interpreted to inform the development, execution, and adjustment of the international marketing strategy.

**Adaptation Strategy (Elements of Localisation):** Adaptation strategy is the first element of localisation and involves how firms take their international marketing initiatives and modify them to market-specific needs. It can take multiple form across cultural, regulatory, and digital dimensions. Cultural adaptation involves adjusting language, tone, or style of service to fit local norms and buyer preferences. Regulatory adaptation is recognising jurisdiction-specific trade, privacy, and advertising regulations. Adaptation requires modification of marketing to potentially re-architect the international campaign because of regulations like the EU's GDPR or the U.S. Foreign Corrupt Practices Act. (Okunola and Ahsun, 2021). Digital Adaptation refers to how to design and implement digital assets like websites, e-commerce, and CRM workflows automatically incorporating regional technology maturity and buyer behaviour. Adaptation in this context occurs over time, and instead of the discrete/action-oriented position of adaptation, like the original marketing mix predisposed us to. Julian & Aid, see adaptation as data and feedback loops design know will have iterations, potential to learn, and ultimately knowledge generated will be continuous and developing.

**Capability Configuration (Enablers of Strategic Flexibility):** The second dimension, capability configuration, consists of the internal capabilities that support or inhibit firm capability for adaptive strategies: Dynamic Marketing Capabilities (DMC) and Adaptive Marketing Capabilities (AMC). DMCs, such as market sensing, knowledge absorption, and cross-border learning capabilities, enable an organisation to scan and make sense of new trends (Brozović, Jansson and Boers, 2025). AMCs support an organisation's tactical responsiveness and the ability to de-reconfigure and/or reconfigure their marketing activities to accommodate unanticipated events, including sudden policy changes or supply chain disruptions. Firms with

established digital infrastructures regularly leverage AI and predictive analytics in conjunction with these capabilities. The joint interaction between DMC and AMC is critical; without appropriate AMCs, information revealed by DMC will go unused; without appropriate DMCs, AMCs tend to be reactive and insufficiently forward-looking.

**Environmental Complexity:** Environmental complexity refers to the institutional and market factors that shape both how much adaptation is needed, and how adaptation occurs, including regulatory density, political stability, cultural diversity, market maturity and technological readiness (Zaslavska and Zaslavska, 2024). In practice, for example, that means that a firm entering a country with high institutional voids (for example, lack of contract enforcement mechanisms or transparency) may need to rely more heavily on local partners or relationships because the need for trust outweighs the value of physicality or concrete performance measures. In highly digitised markets, firms may want to prioritise data-driven marketing engagement in this sector as opposed to utilising other more general or standard benchmarks. Therefore, this dimension shapes the perceived risk and opportunity space of internationalisation, including the ways and themes that a firm may adapt their strategies for internationalisation.

**Performance Outcomes:** Performance outcomes refer to the different outputs that emerge from adaptation strategies and can be viewed in terms of financial and non-financial metrics. A firm will want to utilise the more traditional B2B performance measures such as lead generation, customer acquisition costs, deal conversion rates and retention to assess their level of success. However, the framework also suggests different emerging metrics, such as marketing agility, campaign responsiveness, digital engagement rates, and alignment with environmental, social, and governance (ESG) principles (Aslam, 2024). A key assumption we wish to make is that effective adaptation strategies create transactional efficiency and relational longevity, generating strategic and operational value for B2B firms.

### **Identified Research Gaps**

While there have been recent advances in the area of international marketing research there are several important research gaps. First, there are few adaptation frameworks that are able to go beyond B2C frameworks and therefore do not adequately address the "realities" of B2B including multi-stakeholder decision making, and project-based transactions. Second, while dynamic and adaptive capability studies have received considerable research attention alone,

the interaction between the two, and their roles with either digital transformation or marketing agility has not received extensive attention despite calls for unified or integrated studies in this area. Third, in a majority of empirical remediation studies, researchers have only studied a single industry or country, utilising a cross-sectional design, which limits generalisability and research relevance, and ignores the strategic shifts that may have taken place over time. Fourth, nearly every article that includes performance measures uses performance measures that are neither narrow nor tactical; for example, the tactical actions of marketing teams regarding how quickly and effectively they can respond to market signals. And finally, there is a dearth of literature regarding how these emerging themes, such as AI + human working, sustainability, and digital ethics impact adaptation strategies, especially in the case of industrial or service-heavy B2B businesses.

### **Framework Implications for this Study**

This study seeks to address the above gaps through a qualitative, interview based study of marketing decision makers in international B2B firms, allowing the research to capture lived experiences, strategic routines and processes related to capability development at a specific time and in a specific organisational context. The outcomes will be able to test the inherent strengths and weaknesses of the proposed framework, while also contributing to grounded recommendations for practice to help B2B firms better balance global consistency and local responsiveness in their marketing strategies.

## **2.8 Summary and Transition**

This chapter has provided a critical review of the current literature on changing marketing strategy in international B2B relationships. It showed a movement away from binary views of standardisation vs adaptation and towards dynamic, hybrid strategies made possible through digital transformation, cultural responsiveness, and organisational agility. The chapter also offered a conceptual model that integrates these themes and set the stage for empirical research. The next chapter will discuss the research methods for this study, including the research design, sampling, data collection, and ethical issues.



## **Chapter 3: Research Methodology**

### **3.1 Introduction**

This chapter has outlined and justified the methodology adopted for this dissertation with the objective of exploring how B2B marketing strategies have developed for international contexts and the factors influencing those developments. The methodology was developed and structured so that the original research aims were clearly signposted, while observing the necessary academic rigour, ethical integrity, and level of contextual sensitivity expected for a postgraduate study.

The study set out to seek the meanings and lived experiences of marketing practitioners working in international B2B firms, and to do this it is necessary to acknowledge that the lived experience of marketing practitioners is situated within the organisation, contextual and regulatory influences (Ivanova-Gongne et al., 2024). In light of the exploratory nature of the research questions, qualitative design was the approach that offered the best opportunity for the researcher to engage meaningfully with the interpretations and practice of the participants, rather than quantifying prior variables or elements in a predetermined way.

This chapter justified the decision to adopt an interpretivist philosophical stance, an inductive approach to reasoning, and a qualitative, exploratory framework. It has discussed how primary data was collected through semi-structured interviews, and how purposive sampling was used to select interviewees based on their expertise in the topic area. It has also addressed the process of thematic analysis, which was carried out manually on the interview transcripts to identify common presentations of the data and meaningful themes. Ethical issues such as informed consent, confidentiality, and GDPR compliance have been described.

Overall, this methodology chapter provides an open and accountable methodology for conducting the research and it should ensure that the findings in the following chapter are credible, rigorous and placed in context.

### **3.2 Research Philosophy**

This research is grounded in an interpretivist research philosophy, aiming to provide more detailed insights into how B2B marketing practitioners navigate the challenges of adapting international strategies (Jonsdottir, 2024). Interpretivism is particularly relevant in this context as it treats marketing practices as dynamic, socially constructed processes bound to each individual perspective, cultural context, and institutional influence rather than fixed realities.

Whereas positivism is concerned about a measurable cause-and-effect distinction, and linear relations, interpretivism embraces complexity and nuance of human experience. In this sense, grounded in a constructivist ontology, the researcher assumes that there are multiple realities which are co-created through social interaction. Knowledge is produced through the dialogical process of meaning making between the researcher and the participants. Epistemologically, the described perspective endorses qualitative methodologies and methods, such as semi-structured interviews, allowing participants to elaborate on their contextual, experiential insights. Thematic analysis is interpretive and contextual in its approach. The combination of interpretivism and constructivism outlined above allowed the researcher to comprehensively and rich, contextual information regarding the complexities of international B2B marketing adaptation (Williams, 2021).

### **3.3 Research Approach**

The research adopted a qualitatively-inductive approach and collected empirical data to induct theories and patterns, rather than generating theories and patterns from a theoretical starting point. This approach was suitable for this research as many of the behaviours associated with adapting international marketing strategies to B2B contexts had not been previously researched, largely because the literature focuses primarily on B2C contexts (Mey, 2022). The researcher was able to approach the research topic without preconceptions and explore the themes relative to participants' lived experiences, in an attempt to bring about knowledge rather than constrain findings with an imposed theoretical framework or set of models.

In addition to inductive reasoning methodology, several elements of abductive reasoning were used, as the decisions made about the empirical findings were consistently interpreted with existing theoretical constructs. For example, regarding identifying emergent patterns from the interviews which could be linked to existing concepts, such as dynamic capability, adaptation/standardisation, and the relationship between digital transformations as a driver in enabling marketers to be agile in their marketing and activities. Abduction allows an effective and efficient method of obliquely linking data to theory, which increased the depth of analysis, while still contributing to the academic discourse (Van Hulst and Visser, 2025).

### **3.4 Research Design**

This research utilised a qualitative, exploratory design, which was best for interrogating the aims of the study. Since the research sought to explore how international marketing strategies were adopted in B2B contexts, a qualitative design was chosen because it enabled an exhaustive

exploration of the experience, meaning, and practice, all of which could not have been captured solely using quantitative measures. The use of survey and experimental measures often prompt restrictive responses and limit contribution to a standard variable or set of variables. Conversely, qualitative approaches allow access to rich, descriptive responsibilities that acknowledge and embrace the complexity and dynamism of international business contexts in which subject firms operate (Reuber et al., 2022).

The exploratory nature of this design was particularly important. As discussed in the review of literature, most prior research on marketing adaptation focused on B2C markets, raising issues in relation to B2B internationalisation and marketing adaptation in an industrial context. This study required a research design that explored discovery and new insight rather than examined existing hypotheses. The exploratory nature of the research created the opportunity to investigate emerging themes, which had a direct correlation with the inductive nature of the study.

The design used to collect data was also cross-sectional, since data were collected at a specific time (rather than over a long period). This also adhered to the practicalities of postgraduate research and the time-limited nature of the senior B2B professionals, lessening any chance of a round of interviews. An ongoing longitudinal design would have provided understanding of how the adaptation strategies developed through time, though limited, both have produced a reflection of a range of perspectives across industries and within various geographies within a manageable period of time (Köhler, 2024). In any case, the qualitative exploratory design of the study guaranteed the study's alignment with its interpretivist philosophy, and its cross-sectional design allowed for practical execution without compromising the detail of analysis.

### **3.5 Research Strategy**

The research implemented a multiple case study strategy, in which each participant and their organisation were treated as cases. The multiple case study strategy was specifically utilised because it allowed the researcher to explore the complexities of a contemporary phenomenon in its real-life context (Ashley, 2021). The multiple cases across different industries allowed for comparison, patterns and identification of both similar and divergent aspects of how B2B firms undertook international marketing adaptation. This enhanced the validity of the findings through triangulation and reduced the opportunity for the researcher to form findings from a single context.

To operationalise the multiple case study research strategy, semi-structured interviews were utilised as the main data collection tool. Semi-structured interviews were particularly appropriate because the participants had the opportunity to express their experiences without detracting from the themes incorporated into a more guided and directed research conversation as per the research objectives. Semi-structured interviews provided a level of flexibility for the researcher to adapt the questions raised within the conversation and allow the opportunity to probe and elaborate on specific issues, including cultural issues, regulatory barriers to entry and digital transformation. It is suggested by Rose, Spinks and Canhoto, (2023) that semi-structured interviews are considered appropriate and useful for exploratory studies, when the researcher seeks to expose participants' subjective perspectives and experiences rather than formulate a way to count variables.

The case study strategy and the interview approach were therefore complementary; the case study provided the context that the research had to work with, while the semi-structured interviews were the literal means through which the research accessed the rich and textured perspectives of practitioners with first-hand experience in adapting B2B marketing. As a result, the case study strategy and semi-structured interviews provided a thoughtful balance between methodological rigour and contextual sensitivity.

### **3.6 Data Collection Methods**

Data for this study was gathered from semi-structured interviews with marketing practitioners with varying degrees of accessibility to international B2B activity. Utilising semi-structured interviews allows for a systematic approach to present rich detail and understanding regarding the participant's lived experiences, and permitting enough latitude to explore new themes as part of the interviews (Pierli et al., 2023). Each interview lasted approximately 45-60 minutes depending on the requests by the participant at the time the interview was conducted. Interviews were completed online via Microsoft Teams or Zoom and by phone depending on the preferences and availability of the participant. In this case, the opportunity of conducting interviews online was a tremendous convenience in that the researcher was able to connect with participants in a wide variety of locations without the added burden of travel logistics that may have been inherent to connecting with participants face to face.

The interviewer developed an interview guide to define the research objectives. The interview guide used open questions to explore themes including cultural adaptation, compliance with regulatory requirements, use of digital tools, purchaser expectations, and the perceived

relationship between marketing adaptation and firm performance. The semi-structured approach allowed the researcher to deviate from the interview guide if necessary, allowing the participants to elaborate on experienced events of importance or introduce new themes not expected. This secured the structure but allowed flexibility in depth of response.

All interviews were conducted with prior informed consent of the participants. With consent, interviews were audio-recorded to provide an accurate record and then transcribed verbatim for the review and analysis process. If participants did not want to be recorded, they were written up with detailed notes taken during the interview. Desktop research was also conducted to corroborate the findings, in terms of publically available company strategy reports, industry white papers, and marketing plans (Mosch, Majocco and Obermaier, 2023). The documentation, added a context to the interviews, and provided the opportunity for triangulation to build the confidence of the findings.

### **3.7 Sampling Strategy**

An approach in which the sample is deliberately selected from an intentional population of common characteristics was utilised to ensure participants selected to the study had the relevant skills and experience to provide credible insights into the phenomenon of international B2B marketing adaptation. Purposive sampling also provided the researcher with a more relevant sampling strategy, focused on intentionally identified individuals that the researcher believed is best positioned to answer research questions, as opposed to random sampling where individuals may be less relevant (AlQahtani, Badi and Nasaj, 2025).

The participants were included if they:

- (i) Involved in marketing strategy at an international level.
- (ii) Have first-hand experience of adapting marketing to multiple regional contexts.
- (iii) Collectively represent organisations that operated in a B2B capacity in a variety of sectors.

This ensured that the sample not only possessed insights, it also demonstrated diversity in terms of industry, organisation size, and scope of market. Having both SMEs and larger multinational enterprises ensured that there was a sufficient diversity of perspectives and strategies (Teece, 2022).

Recruitment was conducted mainly through professional social media resources such as LinkedIn, Instagram, and also through reaching out to industry contacts. Snowball sampling

ensued initially: participants recommended colleagues who met the criteria and who would be open to participating in interviews. Snowball sampling is especially helpful in gaining access to higher-level professionals who are harder to reach.

In total, 10 interviews were conducted. 10 interviews was a sufficient sample size to notice thematic saturation (the point at which no additional themes present themselves and no ideas are built upon) called saturation. The use of both purposive and snowball selection ensured the relevance and richness of the responses collected, while also maintaining a sufficient level of diversity to solidify the validity of the findings.

### **3.8 Data Analysis**

Data was analysed using thematic analysis, a flexible but rigorously robust way of data analysis which Braun and Clarke in 2006 developed and is commonly used in qualitative data analysis. Thematic analysis was particularly appropriate for this study, as it provides a means for the researcher to identify, analyse, and report patterns that occur across participants' narratives, while still allowing for new interpretations (Byrne, 2022). Thematic analysis is also focused on meaning-making and lived experience, not quantifying and counting.

Since the study essentially revolves around qualitative data collected from semi-structured interviews, the chosen method is thematic analysis as it seems most suitable for this type of research. Thematic analysis was particularly appropriate for this study, as it provides a means for the researcher to identify, analyse, and report patterns that occur across participants' narratives, while still allowing for new interpretations. Thematic analysis is also focused on meaning-making and lived experience, not quantifying and counting. Similar to the interpretivist philosophical approach of this research, while being able to carry out the analyses by hand allows the researcher to thoroughly engage with the data and remain connected to the narratives being produced. The analysis process began with familiarisation. The process of familiarisation involved reading all interview transcripts many times to get an overall feel for the content. This stage also involved noting first thoughts and reflective notes which helped with creating initial codes.

The participants selected for the interview were contacted and the same set of ten semi-structured questions were asked. These questions were designed based on the thematic areas outlined in the research questions. Each of the ten questions targeted a specific aspect of international marketing strategy across different industries in B2B contexts. These aspects

included drivers, localisation tactics, digitalisation, cultural challenges and evaluation metrics. The interview responses were closely read in order to identify recurring ideas, contrasts and contextual insights associated with them. No software tools have been used, rather, emphasis was made on manual and interpretive approach for this particular research.

The responses from the interview have been grouped under emerging themes by comparing how the participants from different countries and sectors answered each question differently. With the help of comparative reading, it has been possible to extract the patterns and also context-specific variations from the data. The full set of interview transcripts have been provided in the Appendix.

In addition to engaging with the analysis process, a number of ethical considerations were diligently applied across the research study to uphold the honesty and legitimacy of this academic research. Participants' privacy and confidentiality were always a priority. No identifying information of the professionals or organisations were provided at any point, only the industry sector and country of industry. This ensured the potential risk for more detailed sensitivity to be within the bounds of identification was limited, especially as many of the participants spoke candidly about their unfiltered thoughts surrounding some strategic marketing approaches.

Before involving themselves in the research study each interviewee was informed of the purpose of the research, topics of the questions, and how their responses would be used. This ensured they could make an informed decision to participate or not participate. All participants were asked for both written (or verbal) consent before commencing the interviews, and documentation of consent was kept safely. This recognised the voluntary nature of the participation and gave participants the right to withdraw at any point, and not being placed in an awkward situation for doing so.

Cultural sensitivity was a primary focus during analysis and interpretation stages. Given that participants were located within different national and regional contexts, the researcher was aware of their responsibility to interpret their responses respectfully, free from bias. There was a reflexive element throughout the study, as the researcher considered ways in which their own assumptions could shape their interpretation. Overall, these approaches were implemented to ensure that ethical practices were adhered to, and to produce the credible, trustworthy, and respectful representation of perspectives on international B2B marketing practices.

Similar to the interpretivist philosophical approach of this research, while being able to carry out the analyses by hand allows the researcher to thoroughly engage with the data and remain connected to the narratives being produced. The analysis process began with familiarisation. The process of familiarisation involved reading all interview transcripts many times to get an overall feel for the content. This stage also involved noting first thoughts and reflective notes which helped with creating initial codes.

During the second phase, initial codes were created by underlining or highlighting words, sentences, or passages that were of any significance to the research objectives. The codes would represent meaningful units of information gathered through descriptive codes, references to cultural influences, regulatory constraints, or implications that digital technologies had on the adaptation process using marketing strategies (Braun and Clarke, 2022). The third phase involved searching for themes, in which codes were grouped into different categories of a broader theme, i.e., merging codes with similar meanings that appeared across cases.

The fourth phase involved reviewing the themes and refining them so they accurately represented the full data set. The fifth phase involved defining and naming themes by describing each theme by its scope, focus, and relevance to the research questions (Ahmed et al., 2025). The sixth and final phase was synthesising the themes into a coherent report, which included how the themes were interwoven in the dissertation's findings and analysis chapter.

By adopting this systematic six-phase process, the analysis showed accountability, transparency, credibility, and consistency for the research into how international B2B firms adapted its marketing strategies.

### **3.9 Ethical considerations**

The study followed the ethical procedures and standards set by the National College of Ireland. Additionally, the research proposal was submitted and approved by their Research Ethics Committee before data collection facilitating ethical compliance. The research participants were provided with an information sheet and consent form that described the study, voluntary participation and protecting confidentiality.

To remain as consistent and protect participant identity, pseudonyms are used throughout the study. The data collected during the research stage was digitally stored in protected folders, on a protected computer and encrypted so that only the researcher and their supervisor could access it. Personal information has been anonymised for future use, and the raw dataset will be



deleted after the study's conclusion and following the assessment component of the study. The study adhered to the GDPR terms and definitions on what constitutes ethical research use and how research is conducted within the institution and personally, during its conduct before, during and after the use of the methodology.

### 3.10 Research Limitations

**Sample Size and Generalisability:** The study used a small, purposely chosen sample, which limited how much the findings could be applied to the broader group of international B2B firms (Téoule-Dorey and Reeve, 2024). However, the goal was not to make broad statistical claims but to gain deeper understanding of how strategies were adapted in real situations.

**Self-Reported Data Bias:** Data came from semi-structured interviews, which are useful but can bring in biases like selective memory, exaggeration, or presenting strategies in a more positive light. Using secondary sources helped reduce this issue somewhat, but it couldn't eliminate it entirely.

**Cross-Sectional Design:** The study captured data at one point in time, which limited the ability to see how adaptation strategies changed with ongoing cultural, technological, or regulatory shifts. A longer-term study might have provided more insights.

**Snowball Sampling Homogeneity:** While snowball sampling helped reach senior professionals, it also risked making the sample less diverse, since participants tended to refer peers from similar networks (Kennedy-Shaffer, Qiu and Hanage, 2021). To address this, efforts were made to include participants from different sectors and organisations.

### 3.11 Summary

This chapter outlined the process used to investigate how international marketing strategies are adapted in the context of B2B markets. The research adopted an interpretivist philosophy and an inductive approach, utilising semi-structured interviews and thematic analysis as methods of data collection and data interpretation. The research took a purposive sample of participants who were B2B marketing professionals and followed an ethical protocol throughout. The next chapter will present the findings of the study, organised by the four main themes that emerged from analysing the data.

## **Chapter 4: Data Analysis**

### **4.1 Introduction**

This chapter includes the data analysis of qualitative data from semi-structured interviews with ten professionals working in international B2B positions. The interviews were conducted with the intent of inspecting how marketing strategies change for different international markets and to identify the cultural, regulatory, technological, and organisational influences on these processes. As the study employed an interpretivist approach, the evidence in this chapter was analysed using thematic analysis, which enabled systematic discovery of patterns, meanings, and relationships across the dataset.

The diverse group of professionals represented different industries such as software-as-a-service (SaaS), industrial manufacturing, digital logistics, and professional consulting. The intention of using participants from multiple industries allowed for a broader understanding of marketing adaptation strategies across different contexts. Each participant provided their own unique perspectives based upon their unique industry, geographical location, and exposure to particular markets, which expanded the overall findings. For instance, consultants and professionals from technology-enabled industries focussed on utilising digital tools and analytics in their adaptations, while professionals from manufacturing and consulting expressed an emphasis on relationships arising from culture and regulatory compliance.

The analysis followed the six steps to thematic analysis that were presented in Chapter 3: familiarisation, coding, developing themes, refining themes, naming themes, and reporting. This process revealed some major themes that correspond closely with the objectives of the research, such as cultural adaptation, regulatory forces, digital transformation, buyer expectations, and performance outcomes. There were also some sectorial differences and tensions that reflect the complexity of adapting to the globalisation of B2B.

This chapter describes the analytic approach, presents the emerging themes and articulates what we now know about the variation of international marketing practices in B2B. In doing so, this chapter contributes to addressing a notable gap in the literature, which has been heavily focused on B2C.

### **4.2 Overview of Participants**

The participants were carefully chosen from different industries across different countries as shown in the following table.

Participant	Country	B2B Sector
P1	Ireland	Packaging and Supply (B2B Manufacturing)
P2	Germany	Industrial Machinery (B2B Manufacturing)
P3	India	B2B SaaS (Software-as-a-Service)
P4	Netherlands	Green Energy Solutions (B2B Renewable Technology)
P5	Germany	Industrial Equipment Manufacturing (B2B Engineering)
P6	Canada	SaaS – Business Productivity Tools (B2B Tech)
P7	United Arab Emirates	Logistics and Freight Services (B2B Supply Chain)
P8	Ireland	Renewable Energy Equipment (B2B Manufacturing)
P9	Singapore	Industrial Automation (B2B Technology Solutions)
P10	United Kingdom	B2B SaaS (Enterprise Project Management Software)

### 4.3 Identified Themes

From the interviews as well as from the research questions, specific themes of the research were identified, which are discussed in the following sections. In addition, the interview questions that were developed are as follows.

Q#	Interview Question	Rationale (Linked to RQs)
1	Can you describe a recent instance where your company had to adapt its marketing strategy in an international market? What triggered the change?	RQ 1 – Identify critical triggers for adaptation.
2	What role do cultural differences play when you adapt your marketing strategies across regions?	RQ 2 – Explore cultural influence.

Q#	Interview Question	Rationale (Linked to RQs)
3	How do local regulations or compliance requirements affect your marketing strategy in international markets?	RQ 2 – Examine regulatory factors.
4	How do the expectations of international buyers influence your marketing decisions and messaging?	RQ 2 – Investigate buyer-driven adaptation.
5	What digital tools or technologies have been most effective in helping you localise or personalise your marketing campaigns?	RQ 3 – Address digital technologies in adaptation.
6	How do you use customer data or insights when designing international marketing strategies?	RQ 3 – Focus on data-driven adaptation.
7	In your experience, how does adapting a marketing strategy impact overall business performance in international markets?	RQ 4 – Link strategy adaptation to performance.
8	Are there any risks or downsides you associate with adapting marketing strategies too much or too little?	RQ 1 and 4 – Explore balance, performance, and adaptation depth.
9	How do internal organisational factors (e.g., structure, capabilities, decision-making) affect how you approach international marketing adaptation?	Additional insight – Link organisational context with strategic decision-making.
10	Looking ahead, what trends or changes do you anticipate will shape your marketing adaptation strategy over the next 3–5 years?	Forward-looking – Elicits insights on future strategies and digital/cultural shifts.

#### ***4.3.1 Drivers of International Marketing Adaptation***

One of the most important themes that have emerged from the interviews includes a range of factors that are responsible for driving adaptation in international marketing strategies. From the responses of most of the interview participants, the strong consensus is that the primary motivators for adaptation arise from market dynamics, customer expectations and competitive positioning. For example, the first participant from Ireland's packaging and supply sector

explained how due to different client preferences in different European markets, significant adjustments need to be done in the packaging design and product messaging. On the other hand, the participant from German industrial machinery sector mentioned the necessity of adaptation when entering emerging markets with cost-sensitive customers and also need for shift in communication tone and simplified value propositions.

Most of the respondents stressed on the importance of local customer insights and sales feedbacks in modifying digital and offline marketing strategies. The participant from Indian SaaS industry explained that the personas of buyers in India and North America varied so much that they needed to maintain parallel campaigns with different emphasis on features, use cases and pricing structures. Furthermore, he mentioned that strategic goals like market penetration and positioning as a premium provider were instrumental in shaping the degree and type of adaptation. On the other hand, the participant from UAE logistics industry explained about the need for government partnerships for customisation of both branding and communication formats, both of which are required to match institutional expectations.

Overall, from the interviews, it is quite clear that international B2B firms mostly do not adapt arbitrarily but they perform the decision making process based on specific aspects like clear commercial logic, contextual relevance and long term strategic value. With this approach, it is necessary that the marketing decisions are not only aligned with internal capabilities but also external expectations and signals.

#### ***4.3.2 Role of Cultural and Regulatory Influences***

Cultural and regulatory influences have significant impact in shaping marketing adaptation efforts according to the data collected from the interview. This has been evident from the responses of the participants whose firms operate in regions that are culturally distinct. The participant from the green energy industry in Netherlands mentioned that sustainability messaging needs to be deeply localised, for example, environmental responsibility carries different meanings in Europe and Africa or South East Asia as each regions have different sets of environmental regulations. The participant specifically stressed on the importance of the contents being speaking the cultural language of the market.

The participants also mentioned that regulatory factors are non-negotiable triggers for adaptation in the international market. The participant from Singapore industrial automation organisation mentioned that compliance with certifications, advertising laws and industry

specific standards are mandatory or they “risk being ignored completely”. The participant from Canadian SaaS company also reflected this and mentioned that they “must highlight compliance and security features prominently in our marketing in international ventures like in Brazil”.

Visual and verbal branding styles have also underwent significant changes depending on local norms and business etiquettes as evident from the interviews. The participant from the Irish renewable energy company highlighted that technical illustrations and documentation were reworked to match not only language but also region-specific iconography and metrics. The participant from UAE logistics company mentioned that while Middle East prefers personalised content and in-person events, European people prefer detailed digital brochure and technical clarity.

Thus, from this analysis, it is quite evident that successful international marketing in B2B does not only rely on commercial rationality but also on cultural intelligence and legal alignment. If these cultural factors are not considered, the adaptation efforts may fail or risk inefficiency or penalties related to regulations.

#### ***4.3.3 Use of Technology and Data in Adaptation***

From the interviews, it has also been quite clear that technology and data have become important enablers in the process of adapting marketing strategies across various international B2B markets. Almost all of the participants have highlighted the role of various customer data platforms, automation tools and analytics for developing and delivering personalised and context specific campaigns. The participant from Irish packaging and supply sector discussed the use of HubSpot for segmentation, Canva for quick and localised design tweaks and Google Trends for the purpose of monitoring regional keyword preferences. He further mentioned that these tools helped the company develop certain important content formats and focus areas when they were attempting to penetrate foreign markets like Poland. The same line of thoughts were supported by the other participants’ responses as well.

Across all the interviews, it has been noticed that CRM platforms are widely cited by the participants as extremely essential for collecting and analysing data from specific regions. The participant from German industrial machinery company mentions the use of “Salesforce for data-driven targeting, Adobe Experience Manager for content variation by region and LinkedIn Ads for audience-specific messaging” for creating contents for specific regions and improved

targeting specific customers. Another participant mentioned the use of SEMrush, HubSpot and other dynamic content blocks on their website that helped them serve location based messaging. These are important tools that help in both pre-campaign targeting and post-campaign performance analysis.

The interview responses suggest that data can be instrumental in identifying customer pain points and also developing and modifying messages according to that. For example, in the Dutch green energy sector, the participant mentioned the use of CRM insights and Power BI dashboards for the purpose of tracking buyer profiles and develop drip campaigns for regional segments. On the other hand, in B2B engineering space, a participant mentions the utilisation of site behaviour and FAQs for making revisions to messaging such that the content forwarded are locally relevant and technically accurate.

The Canadian SaaS respondent explained the importance of product analytics and analysis of onboarding feedback for determining region specific usage trends. With the help of these insights, language adjustments and feature emphasis were possible in various international campaigns. Meanwhile, the respondent from Singapore mentioned that the marketing teams in the company used feedbacks on common service requests and downtime issues for highlighting locally relevant features like equipment durability in power fluctuation prone regions.

Content personalisation using AI has been another recurring trend in the interview responses. One of the participants mentioned the use of Google Optimise for A/B testing along with other tools like Marketo and AI transition tools but at the same time, they used manual proofreading for quality control purposes. Most of the participants also mentioned the increasing use of predictive analytics and personalised recommendations as they project them to become more common in future trends.

Overall, in summary, it can be said that technology is not only just a support tool but also a strategic enabler for adaptation in the international markets. All the participants of the interview mentioned the use of tools like marketing automation software, data analytics dashboards, CRM segmentation and SEO platforms that helped their companies to localise and personalise campaigns effectively, with the clear intent of improving engagement and market relevance.

#### ***4.3.4 Challenges and Risks of Adaptation***

Alongside talking about advantages of international marketing adaptation in the interview, the participants also voiced clear concerns regarding the risks, limitations and organisational challenges that were involved in the process. One of the most prominent issues identified was resource intensity of over-customisation. The participant from the German manufacturing company warned that "over-customising creates resource strain" while adapting content for smaller or low priority markets. The participants from India and Canada mentioned that the localisation efforts needed to be prioritised as there were time and cost constraints, thus mostly focusing on high potential regions.

Loss of brand consistency was another concern highlighted by most of the participants. One of the participants mentioned that excessive adaptation can lead to hurting the brand consistency whereas the others also described similar concerns. One responded highlighted that too much localisation can lead to the brand image appear fragmented whereas lack of localisation can lead to disconnect with the local audiences. As a result, most of the companies adopt modular frameworks – a standardised messaging base or design such that regional content blocks could be edited for local relevance.

Another major concern was internal organisational tensions, which appear to be a major challenge. One participant mentions that when there is a decentralised structure, the regional offices are empowered but it could lead to delays in campaign rollouts caused by misalignment. Another participant, in contrast, highlighted the opposite issue – regional sales teams pushing hard for localised content while the central management insisted on uniformity. Both these issues can lead to slowing down of the overall speed of execution.

Other major concerns included compliance related risks and scalability. Most of the participants described that adapting messaging without full legal compliance could lead to major complicating issues. On the other hand, the participants also mentioned that there needs to be balance between regional flexibility and adaptation as they fear over-adaptation causing dilution of brand consistency. Furthermore, they highlighted that a balance between control and autonomy remained a persistent issue. In order to manage these issues, some companies implemented shared templates or maintained centralised brand assets in a way that there are spaces for editable regions.

#### ***4.3.5 Strategic Impact of Adaptation in Different Regions***



Despite the operational challenges and resource considerations, most of the participants affirmed positive strategic outcomes while adapting international market strategies. The insights from all the interviews highlight that adaptation is not just limited to tactical adjustment but also a core enabler for business success in the context of B2B, which are evident from the following aspects.

#### ✓ Improved Lead Quality and Conversion Rates

- **P6 (Canada):** Localised campaigns achieved trial-to-paid conversion rates **2–3 times higher** than generic campaigns.
- **P10 (UK):** A regionally tailored email campaign in the Netherlands led to a **2x open rate** compared to the global version.
- **P1 (Ireland):** Following adaptation in Poland, **inbound leads increased by 20%** within a few months.

#### ✓ Faster Sales Cycles and Higher Deal Closures

- **P8 (Ireland – Renewable Energy):** Reported a **30% improvement in tender win rates** where marketing materials were localised, helping to address region-specific objections early.
- **P7 (UAE – Logistics):** By adapting pitch decks using local jargon and customs language, the team **doubled conversion rates** in the Kenyan market.
- **P4 (Netherlands):** Highlighted that “**one-size-fits-all rarely works,**” and that localised strategies led to faster deal closures overall.

#### ✓ Enhanced Trust and Brand Credibility

- Participants emphasised that adaptation increases buyer confidence:
  - **P3 (India):** Localisation reduced churn in priority regions, attributed to more relevant and resonant messaging.
  - **P9 (Singapore):** By including regional client stories and subtitles, leads in Thailand rose by **40%**, showing the importance of cultural alignment.

- **P1 (Ireland):** Noted that adapting content to buyer preferences elevated trust and relevance across new markets.

#### ✓ Long-Term Value and Relationship Building

- **P2 (Germany):** Shared that customised campaigns not only improved acquisition but also led to **sustained partnerships**, especially in Eastern Europe.
- **P5 (Germany):** Noted that adaptation enhanced **dealer relationships**, making communications more relevant and supportive of long-term engagement.

#### ✓ Competitive Advantage and Market Confidence

- **P6 (Canada):** Adapting based on usage data helped the firm **stay ahead of competitors**, particularly in crowded SaaS markets.
- Several participants expressed that marketing adaptation gave them the **confidence to enter new markets**, knowing their messaging would align more closely with local buyer expectations.

#### 4.4 Cross-Comparative Observations

The cross comparative observations from the interview can be presented in the form of a table as follows.

Participant	Country and Sector	Use of Technology	Use of Data	Risk – Over-Adapting	Risk – Under-Adapting	Internal Barriers	Strategic Gains
P1	Ireland – Packaging and Supply	HubSpot, Google Trends, Canva	CRM data + surveys	Threat to brand consistency	Campaigns fall flat	Small team limits localisation	+20% leads post-adaptation
P2	Germany – Industrial Machinery	Salesforce, Adobe Experience Manager	Post-sale surveys, engagement metrics	Resource strain	Client disinterest or mistrust	Regional reps vs. central team	Longer-term client partnerships
P3	India – B2B SaaS	HubSpot, SEMrush, dynamic content	Regional conversions, session analytics	Wasted resources	Seen as out-of-touch	No global offices, rely on consultants	Doubled lead quality, reduced churn
P4	Netherlands – Green Energy	Webflow, Power BI, automation tools	CRM insights, decision profiles	Brand dilution	Missed cultural connection	Need for leadership buy-in	Faster deal closures in adapted markets
P5	Germany – Industrial Equipment	SEO tools, multilingual microsites, CAD demos	FAQs, demo feedback	Hinders scalability	Sales delays from low relevance	Decentralised structure delays rollout	Stronger lead quality, partner trust
P6	Canada – B2B Productivity SaaS	HubSpot, AI tools for localisation	Onboarding patterns, product analytics	Fragmented brand	Weak conversion	Requires cross-functional alignment	2–3x higher trial conversions
P7	UAE – Logistics and Freight	CRM-linked emails, landing pages, heatmaps	Shipment data, inquiry trends	Costly, hard to coordinate	Client trust gap	Sales vs. central branding conflict	Doubled lead-to-client conversions
P8	Ireland – Renewable Equipment	Salesforce, Canva, SEO tools	Installation stats, maintenance feedback	Slows down execution	Poor tender performance	Budget/legal delays; formed advisory board	+30% public tender win rate
P9	Singapore – Industrial Automation	HubSpot, region-specific microsites	Service requests, downtime patterns	Diluted brand voice	Messaging irrelevance	Global team resists changes	+40% leads after localisation
P10	UK – Enterprise SaaS	Marketo, Semrush, AI translation	NPS scores, UI friction metrics	Brand fragmentation, high workload	Regional misfit and loss of trust	Centralised strategy, local execution gaps	2x email open rates in NL campaign

## Chapter 5. Findings and Discussion

### 5.1 Overview of Key Findings

Based on the analysis of the interviews of ten professionals from diverse B2B backgrounds and countries, consistent themes were identified related to international marketing strategy adaptation. The insights definitely affirm the idea that B2B companies need to localise strategically to improve their engagement, competitiveness and performance. The summary of the key findings from the interview are summarised in the following table.

Theme	Key Finding
<b>Drivers of Adaptation</b>	B2B firms adapt their international marketing strategies in response to multiple triggers, including poor campaign performance in new markets, regional buyer expectations, and operational feedback. For instance, P1 noted that Polish customers responded poorly to standard brochures, leading to a shift toward video formats. P6 similarly observed low email engagement in Brazil, prompting a switch to WhatsApp-based funnels. In several cases, expansion into regions with distinct buyer personas, such as those valuing ESG compliance or local partnerships, also drove adaptation (P4, P7).
<b>Cultural and Regulatory Influences</b>	Cultural norms heavily influence tone, content structure, and relationship-building methods in international campaigns. Participants stressed that storytelling is more effective in Southern regions (P4, P7), while technical precision is valued in Northern Europe and Asia (P2, P9). Regulations such as GDPR and local safety or environmental compliance requirements (P3, P5, P8) were key considerations that forced firms to revise content, messaging, disclaimers, and marketing claims. These influences shaped not just external messaging but internal review workflows and campaign design processes.
<b>Technology and Data</b>	Nearly all firms leveraged digital tools to facilitate marketing localisation at scale. CRMs like HubSpot and Salesforce (P1, P3, P6, P8) enabled segmentation and behavioural tracking. Platforms such as Webflow, Canva, and Adobe Experience Manager supported the creation of region-specific landing pages and marketing assets. AI-driven personalisation and analytics helped monitor campaign performance by region (P10), guiding content tweaks and budget allocations. Participants also used customer insights from surveys, product usage data, and onboarding feedback to fine-tune their messaging and channel strategies.
<b>Challenges and Risks</b>	Participants emphasised the operational and strategic tensions in adaptation. Over-customisation can fragment the brand identity and inflate marketing costs (P6, P10), while under-customisation risks alienating local buyers and losing trust (P7, P9). Internal barriers included limited team capacity, delayed approvals, and conflict between centralised marketing functions and regional demands (P5, P8). Some firms adopted modular content strategies or standardised design templates with editable sections to balance consistency and local relevance. This helped reduce complexity while allowing meaningful adaptation.
<b>Strategic Impact</b>	Adaptation was viewed not just as a tactical adjustment but as a key strategic enabler of international growth. Several participants reported clear performance gains — such as a 30% increase in tender wins (P8), double the email open rates in localised campaigns (P10), and improved conversion rates by up to 2–3x (P6). Participants also linked adaptation to enhanced brand trust (P3, P9), deeper client relationships (P2, P5), and reduced churn in

Theme	Key Finding
	priority markets (P3). Beyond metrics, adaptation was seen as a competitive differentiator, empowering firms to penetrate new regions with confidence and relevance.

## 5.2 Alignment with Existing Literature

The findings are aligned with the literature study that has been done prior to the research. These can be seen in the following aspects.

*Adaptation as a strategic imperative* – Earlier studies, some of which have been discussed before this research, stated that in international B2B contexts, rigid standardisation can drive away potential buyers. This notion is supported by the responses in the interview in which, almost everyone mentioned that tailored messaging has performed better.

*Cultural sensitivity* – Research of literature suggested cultural adaptation is crucial in marketing communications and this point is supported by the data collected from the interviews. The participants mention how storytelling, tone and even product focus change based on regional norms.

*Regulatory alignment* – Earlier work identifies compliance as not just legal but reputational. Participants confirmed this, especially in heavily regulated sectors like energy and automation.

*Technological enablers* – Tools such as CRM systems, marketing automation platforms, and analytics dashboards are enabling firms to personalise without losing scale – aligning with trends noted in digital marketing literature.

## 5.3 Cross Sector Observations

The cross sector observations from the different participants are summarised in the form of a table as follows.

Participant	Country	Sector	Notable Insight
P1	Ireland	Packaging and Supply	When expanding into Poland, the participant's firm observed poor response to traditional brochures, prompting a switch to subtitled video walkthroughs, which significantly improved engagement. CRM tools were also used to identify regional preferences and optimise outreach strategies.
P2	Germany	Industrial Machinery	Entering markets like Turkey and Eastern Europe required adapting to differing safety regulations and buyer expectations. The company had to redesign brochures to meet certification standards and used technically detailed messaging to appeal to more engineering-focused buyers.
P3	India	SaaS	The participant highlighted that UK and APAC clients responded better to local success stories and culturally tailored content than to globalised case studies.

Participant	Country	Sector	Notable Insight
			Simplified pricing and regional SEO also supported stronger engagement and reduced churn.
P4	Netherlands	Renewable Tech	ESG-related messaging was adapted for the Spanish market, reflecting strong regional interest in sustainability. Customised narratives helped build trust and led to faster deal closures across different regions.
P5	Germany	Industrial Engineering	In the South Korean market, the participant's company shifted from highly technical brochures to visuals emphasising automation. CAD-based product demonstrations tailored to regional needs also helped strengthen dealer trust and relevance.
P6	Canada	Productivity SaaS	Upon launching in Brazil, low email response rates led the team to adopt WhatsApp-based outreach combined with Portuguese-speaking support. AI tools and CRM analytics were used for localising content and optimising message tone per market.
P7	UAE	Logistics	While entering East African markets, the company adapted pitch decks to reflect local jargon and customs procedures, which resulted in double the conversion rate in Kenya. The use of multilingual video testimonials and region-specific case studies boosted trust significantly.
P8	Ireland	Renewable Equipment	After tailoring marketing materials for Eastern European audiences, the firm saw a 30% increase in public tender win rates. Canva was used to create modular, editable content assets that preserved brand consistency while allowing regional flexibility.
P9	Singapore	Industrial Automation	In Thailand, incorporating regional client stories and local-language subtitles led to a 40% increase in leads. The participant also emphasised the value of tailoring messaging to local pain points, such as power fluctuation resilience.
P10	UK	Enterprise SaaS	In the Nordic region, the firm had to shift its messaging from scale and cost-efficiency to focus on data sovereignty and user autonomy. This adaptation led to a shorter sales cycle and doubled the email open rate in a localised campaign.

## 5.4 Interpretation of Key Patterns

Some key patterns that emerged from the data collected have been interpreted as follows.

### *Consistent Need for Localisation*

- All participants indicated that **standardised campaigns fail to deliver in international B2B markets**.
- Adaptation was most often triggered by:
  - **Low engagement** in new regions (P6, P1, P10)
  - **Regulatory changes** or compliance (P3, P5, P8)
  - **Buyer feedback** showing misalignment (P2, P4, P9)

### *Technology as a Force Multiplier*

- ♣ Tools like HubSpot, Salesforce, Semrush, and Webflow were commonly used.

- ♣ Automation enabled scalable localisation, such as region-specific landing pages and content blocks.

#### *Data-Driven Decision Making*

- Customer insights were drawn from:
  - CRM data (P1, P3, P6)
  - Feedback and survey loops (P4, P9)
  - Post-sale analytics (P2, P10)

“We track engagement by region and adjust content accordingly.” – P2 (Germany)

#### *Cultural Factors as Marketing Defining*

- Formal vs informal tone (e.g., Japan vs Southeast Asia – P9)
- Emphasis on ROI vs sustainability (e.g., North America vs Europe – P8, P10)
- Storytelling importance in Southern markets (P4, P7)

#### *Challenges in Adaptation*

- ★ Most participants cited time, budget, and alignment as barriers.
- ★ Over-localisation risks brand fragmentation (P6, P10), while under-adaptation leads to low trust (P7, P9).

#### *Strategic Gains*

Tangible benefits cited included:

- **Higher conversion rates** (P6, P7)
- **Improved lead quality** (P1, P10)
- **Faster deal closures** (P4, P8)
- **Deeper partnerships and trust** (P2, P5, P9)

### **5.5 Summary of Findings**

Based on the analysis of the interview data, one of the most recurring themes includes a range of factors that are responsible for driving adaptation in international marketing strategies. From

the responses of most of the interview participants, the strong consensus is that the primary motivators for adaptation arise from market dynamics, customer expectations and competitive positioning. The interview data provides clear indication that international B2B firms mostly do not adapt arbitrarily but they perform the decision making process based on specific aspects like clear commercial logic, contextual relevance and long term strategic value. According to the statements given by the respondents, this approach will ensure the marketing decisions are not only aligned with internal capabilities but also external expectations and signals.

Another recurring theme identified includes cultural and regulatory influences that are having significant impact in shaping marketing adaptation efforts, supported by the data collected from the interview. The responses of the participants whose firms operate in regions that are culturally distinct have backed this up with their statements. One of the participants mentioned that sustainability messaging needs to be deeply localised, for example, environmental responsibility carries different meanings in Europe and Africa or South East Asia as each regions have different sets of environmental regulations and this supports the idea that the cultural and regulatory aspects influence the marketing adaptation efforts. The participant specifically stressed on the importance of the contents being speaking the cultural language of the market. The participants also mentioned that regulatory factors are non-negotiable triggers for adaptation in the international market while also highlighting the fact that visual and verbal branding styles have underwent significant changes depending on local norms and business etiquettes as evident from the interviews.

The collective consensus from the interview participants is that successful international marketing in B2B does not only rely on commercial rationality but also on cultural intelligence and legal alignment. As the participants mentioned, if these cultural factors are not considered, the adaptation efforts may fail or risk inefficiency or penalties related to regulations. Each participant in the interview have made it quite clear that technology and data have become important enablers in the process of adapting marketing strategies across various international B2B markets. Almost all of the participants have highlighted the role of various customer data platforms, automation tools and analytics for developing and delivering personalised and context specific campaigns. Another recurring trend that has been identified from the data is that that CRM platforms are extremely essential for collecting and analysing data from specific regions. The participant from German industrial machinery company mentions the use of “Salesforce for data-driven targeting, Adobe Experience Manager for content variation by



region and LinkedIn Ads for audience-specific messaging” for creating contents for specific regions and improved targeting specific customers. Another participant mentioned the use of SEMrush, HubSpot and other dynamic content blocks on their website that helped them serve location based messaging. These are important tools that help in both pre-campaign targeting and post-campaign performance analysis. Furthermore, the interview responses suggest that data can be instrumental in identifying customer pain points and also developing and modifying messages according to those pain points.

Among other recurring themes identified from the interview, one important theme has found out to be content personalisation using AI. One of the participants mentioned the use of Google Optimise for A/B testing along with other tools like Marketo and AI transition tools but at the same time, they used manual proofreading for quality control purposes. Most of the participants also mentioned the increasing use of predictive analytics and personalised recommendations as they project them to become more common in future trends. From the study of the recurring themes identified and the statements given by the interview participants, it can be said that technology is not only just a support tool but also a strategic enabler for adaptation in the international markets. All the participants of the interview mentioned the use of tools like marketing automation software, data analytics dashboards, CRM segmentation and SEO platforms that helped their companies to localise and personalise campaigns effectively, with the clear intent of improving engagement and market relevance.

Alongside talking about advantages of international marketing adaptation in the interview, the participants also voiced clear concerns regarding the risks, limitations and organisational challenges that were involved in the process. One of the most prominent issues identified was resource intensity of over-customisation. One of the participants in the interview warned that "over-customising creates resource strain" while adapting content for smaller or low priority markets. This concern has been reflected among the other participants as well. Many interview participants also expressed their fear of the loss of brand consistency. One of the participants mentioned that excessive adaptation can lead to hurting the brand consistency whereas the others also described similar concerns. One responded highlighted that too much localisation can lead to the brand image appear fragmented whereas lack of localisation can lead to disconnect with the local audiences.

Other major concerns that have come up from the interview included compliance related risks and scalability. Most of the participants highlighted the importance of adapting messaging with

full legal compliance or it could lead to major complicating issues. On the other hand, the participants also mentioned the importance of a balance between regional flexibility and adaptation as they fear over-adaptation causing dilution of brand consistency. Finally, in summary, despite the operational challenges and resource considerations faced by the B2B organisations, majority of the participants assured of positive strategic outcomes while adapting international market strategies. Hence, from the analysis of the interview data, it can be said that adaptation is not just limited to tactical adjustment but also a core enabler for business success in the context of B2B.

## Chapter 6. Recommendation and Conclusion

Based on the overall research and the outcomes of the data analysis processes, some recommendations can be proposed for B2B firms that are engaged in the international marketing process. These recommendations, identified under specific themes are listed as follows.

### Strategy Design for Adaptation

- ✚ Conduct region-specific market research before launching campaigns to identify buyer expectations, cultural values, and preferred communication formats.
- ✚ Tailor messaging to local values, such as sustainability, ROI, or technical reliability, depending on the market's maturity and sector preferences.
- ✚ Avoid one-size-fits-all approaches and develop a modular marketing framework where core branding remains intact but key touchpoints are customisable.
- ✚ Integrate cultural sensitivity training for marketing teams, especially those involved in campaign design and client engagement, to reduce misalignment.

### Use of Tools and Technology

- ✚ Invest in CRM and automation platforms (e.g., Salesforce, HubSpot) that support regional segmentation and content personalisation at scale.
- ✚ Utilise AI-powered translation and content tools for real-time adaptation across languages and cultural tones while maintaining brand integrity.
- ✚ Monitor region-specific analytics, such as conversion rates, email open rates, and time-on-page, to refine messaging based on local engagement metrics.

### Data Driven Adaptation

- ✚ Leverage customer insights from post-sale surveys, onboarding feedback, and regional user behaviour to shape marketing priorities per market.
- ✚ Create feedback loops between marketing and sales teams, especially in local offices, to ensure field-level insights inform strategic adjustments.
- ✚ Adapt based on product usage data in international markets, highlighting relevant features and benefits aligned with local operational challenges.

### Organisational Enablement

- ✚ Appoint regional marketing leads or advisors who understand local compliance issues, language nuances, and cultural expectations.
- ✚ Ensure cross-functional alignment among marketing, compliance, and product teams to avoid bottlenecks in localisation efforts.
- ✚ Allocate budgets specifically for adaptation, including translation, local design resources, and region-specific outreach.

### **Risk Management**

- ✚ Maintain brand consistency across markets by using central templates with flexible modules rather than creating entirely unique campaigns for every region.
- ✚ Prioritise adaptation for high-potential markets, to maximise ROI and avoid unnecessary complexity or overspending in low-impact regions.
- ✚ Regularly audit adapted campaigns to identify gaps in messaging consistency, performance outcomes, and buyer perception.

### **Future Preparedness**

- ✚ Anticipate increased demand for ethical marketing, especially regarding data transparency, environmental claims, and social responsibility.
- ✚ Prepare for advanced formats like AR-based demos and interactive walkthroughs, which are becoming more common in B2B marketing.
- ✚ Monitor evolving regulations (e.g., data privacy laws) to ensure future campaigns are compliant and proactively adjusted.

Overall, the research suggests international marketing adaptation is not just an operational tactic anymore, it is a strategic necessity in today's B2B landscape, which is extremely complex. Considering the interview was taken from the perspectives of different sectors, there was a consistency among the participants regarding the implementation of thoughtful adaptation that led to the improvement of lead quality, acceleration of deal closures, building trust and developing long term partnerships with other businesses.

The findings also point out to the fact that it is important to create a balance between localisation and brand consistency. However, it is not always feasible or cost effective for full adaptation and hence, it is important to develop a modular strategy that could respect both global branding and local nuances.

Overall, successful internationalisation of B2B business relies significantly on the ability of the firm to interpret regulatory, cultural and technological contexts and also translate these interpretations into responsive and regionally relevant marketing strategies. As a result, in the near future, the ability of a company to adapt quickly, authentically and efficiently will become a differentiator for them in the global stage of B2B business.

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## Appendix

### Interview Transcripts

#### Participant 1 (P1)

*Country:* Ireland

*Sector:* Packaging and Supply (B2B Manufacturing)

Question	Response
<b>Q1. Can you describe a recent instance where your company had to adapt its marketing strategy in an international market?</b>	Yes, when we expanded into Poland, our usual brochures didn't perform well. Buyers there preferred video walkthroughs and more practical content. We adapted by creating subtitled videos and adjusting our pitch to focus on tangible benefits.
<b>Q2. What role do cultural differences play when you adapt your marketing strategies across regions?</b>	A big role. In Germany, clients value technical precision. In Southern Europe, storytelling and relationship-building are more effective. We tailor content and tone depending on the region.
<b>Q3. How do local regulations or compliance requirements affect your marketing strategy in international markets?</b>	Significantly. For example, French eco-labelling laws required us to change packaging claims. We also consult local advisors when running ad campaigns in regulated industries.
<b>Q4. How do the expectations of international buyers influence your marketing decisions and messaging?</b>	Their expectations shape the entire approach. Some prefer speed and price, others value longevity or sustainability. Our messaging shifts to align with those values.
<b>Q5. What digital tools or technologies have been most effective in helping you localise or</b>	We use HubSpot for segmentation, Canva for quick design tweaks, and Google Trends to detect regional keyword differences.

Question	Response
personalise your marketing campaigns?	
Q6. How do you use customer data or insights when designing international marketing strategies?	CRM data helps us identify patterns and adjust campaigns. Surveys and client feedback also provide insight into what resonates locally.
Q7. In your experience, how does adapting a marketing strategy impact overall business performance in international markets?	It leads to noticeable improvements. After adapting for Poland, inbound leads rose by 20% in just a few months.
Q8. Are there any risks or downsides you associate with adapting marketing strategies too much or too little?	Too much adaptation can hurt brand consistency. Too little can make campaigns fall flat. Striking the right balance is key.
Q9. How do internal organisational factors affect how you approach international marketing adaptation?	As a small team, we can't localise everything. We focus more on high-potential markets and reuse content elsewhere with minimal edits.
Q10. Looking ahead, what trends or changes do you anticipate will shape your marketing adaptation strategy over the next 3–5 years?	AI-powered personalisation will grow. We're also seeing increased demand for sustainability messaging and more emphasis on ethical sourcing.

## Participant 2 (P2)

*Country:* Germany

*Sector:* Industrial Machinery (B2B Manufacturing)

Question	Response
<b>Q1. Can you describe a recent instance where your company had to adapt its marketing strategy in an international market?</b>	Yes, when we entered the Turkish market, we noticed a preference for face-to-face engagement. We had to shift from digital-only strategies to include more live demos and local distributor involvement.
<b>Q2. What role do cultural differences play when you adapt your marketing strategies across regions?</b>	They're essential. Some markets value formal, technical language, while others respond better to conversational tones. Cultural norms also influence how we present authority and credibility.
<b>Q3. How do local regulations or compliance requirements affect your marketing strategy in international markets?</b>	We've had to rework entire brochures due to differences in safety standards and certification requirements. Legal disclaimers also vary, which affects our printed and digital materials.
<b>Q4. How do the expectations of international buyers influence your marketing decisions and messaging?</b>	Buyers in Asia, for instance, often expect flexible pricing and detailed warranty terms, which we highlight more prominently in those regions.
<b>Q5. What digital tools or technologies have been most effective in helping you localise or personalise your marketing campaigns?</b>	Salesforce for data-driven targeting, Adobe Experience Manager for content variation by region, and LinkedIn Ads for audience-specific messaging.
<b>Q6. How do you use customer data or insights when designing international marketing strategies?</b>	We conduct post-sale surveys and monitor engagement metrics per region. This helps us refine messaging and choose the most effective formats.
<b>Q7. In your experience, how does adapting a marketing strategy impact overall business performance in international markets?</b>	When done well, it boosts lead quality and client retention. Our tailored campaigns in Eastern Europe generated longer-term partnerships.

Question	Response
<b>Q8. Are there any risks or downsides you associate with adapting marketing strategies too much or too little?</b>	Over-customising creates resource strain. On the other hand, under-adapting causes disinterest or mistrust. We try to develop modular content for reuse.
<b>Q9. How do internal organisational factors affect how you approach international marketing adaptation?</b>	Resource allocation is a factor. We rely heavily on regional reps for insights, but central marketing still drives core messaging.
<b>Q10. Looking ahead, what trends or changes do you anticipate will shape your marketing adaptation strategy over the next 3–5 years?</b>	Growing importance of local influencers, regulatory tightening, and real-time campaign adaptation through AI tools like ChatGPT and predictive analytics.

### Participant 3 (P3)

*Country:* India

*Sector:* B2B SaaS (Software-as-a-Service)

Question	Response
<b>Q1. Can you describe a recent instance where your company had to adapt its marketing strategy in an international market?</b>	Yes, when targeting mid-sized clients in the UK, we realised our US-style case studies didn't resonate. We adapted by using local success stories and simplified pricing models aligned with their purchasing cycles.
<b>Q2. What role do cultural differences play when you adapt your marketing strategies across regions?</b>	Huge role. UK clients prefer modest, evidence-driven content. In the Middle East, we highlight reliability and prestige. Tone, humour, and communication style vary widely.

Question	Response
<b>Q3. How do local regulations or compliance requirements affect your marketing strategy in international markets?</b>	GDPR had a major impact. We had to redesign landing pages, forms, and email workflows. We also avoid aggressive retargeting in regions with stricter privacy laws.
<b>Q4. How do the expectations of international buyers influence your marketing decisions and messaging?</b>	Some regions expect 24/7 support or local language onboarding. We promote these selectively. In North America, speed is valued; in Asia, long-term relationships matter more.
<b>Q5. What digital tools or technologies have been most effective in helping you localise or personalise your marketing campaigns?</b>	We use HubSpot, SEMrush for regional SEO, and dynamic content blocks on our site to serve personalised messaging based on location.
<b>Q6. How do you use customer data or insights when designing international marketing strategies?</b>	We track regional conversion rates, session times, and feedback forms. We also monitor which content types perform best — whitepapers in EU, demos in APAC.
<b>Q7. In your experience, how does adapting a marketing strategy impact overall business performance in international markets?</b>	It greatly improves engagement. Tailored campaigns have doubled our lead quality in high-priority regions. Our churn rate also decreased.
<b>Q8. Are there any risks or downsides you associate with adapting marketing strategies too much or too little?</b>	Over-adaptation wastes resources. Too little makes us seem out of touch. Our approach is to prioritise top markets and use templates elsewhere.
<b>Q9. How do internal organisational factors affect how you approach international marketing adaptation?</b>	Being a mid-sized firm, we don't have regional offices everywhere, so we rely on local consultants and partnerships to guide localisation.

Question	Response
<b>Q10. Looking ahead, what trends or changes do you anticipate will shape your marketing adaptation strategy over the next 3–5 years?</b>	Predictive marketing, hyper-personalisation, and integration of AI for real-time content adjustment will become standard. Regulatory changes will also continue to shape practices.

#### Participant 4 (P4)

*Country:* Netherlands

*Sector:* Green Energy Solutions (B2B Renewable Technology)

Question	Response
<b>Q1. Can you describe a recent instance where your company had to adapt its marketing strategy in an international market?</b>	We recently entered the Spanish market and noticed strong demand for ESG compliance. So, we restructured our messaging to emphasise our sustainability certifications and local partnerships.
<b>Q2. What role do cultural differences play when you adapt your marketing strategies across regions?</b>	Quite a bit. In Northern Europe, concise and technical content works. Southern Europe prefers narrative-driven marketing with a focus on trust and relationships.
<b>Q3. How do local regulations or compliance requirements affect your marketing strategy in international markets?</b>	In green energy, regulatory alignment is everything. Different countries have their own energy standards, carbon accounting rules, and subsidy frameworks that we have to reflect clearly in our communications. The contents need to speak the cultural language of the market!
<b>Q4. How do the expectations of international buyers influence</b>	Buyers in emerging markets often expect turnkey solutions and capacity-building services. So, we stress

Question	Response
<b>your marketing decisions and messaging?</b>	these elements more in regions like Africa or Southeast Asia than we do in Europe.
<b>Q5. What digital tools or technologies have been most effective in helping you localise or personalise your marketing campaigns?</b>	We use Webflow for regional landing pages, Power BI dashboards for insight tracking, and marketing automation tools that personalise drip campaigns by segment.
<b>Q6. How do you use customer data or insights when designing international marketing strategies?</b>	We use survey data and CRM insights to identify decision-maker profiles, typical sales cycles, and pain points in each market, then tailor the content accordingly.
<b>Q7. In your experience, how does adapting a marketing strategy impact overall business performance in international markets?</b>	It makes a huge difference. We've seen significantly faster deal closures in markets where we invested in tailored campaigns. One-size-fits-all rarely works for us.
<b>Q8. Are there any risks or downsides you associate with adapting marketing strategies too much or too little?</b>	Too much adaptation can dilute the brand or create messaging inconsistency. Too little, and you miss the mark culturally. We use a central framework with local adjustments.
<b>Q9. How do internal organisational factors affect how you approach international marketing adaptation?</b>	Leadership buy-in is crucial. Also, the presence of multilingual staff and regional liaisons greatly helps in accurate adaptation and smooth execution.
<b>Q10. Looking ahead, what trends or changes do you anticipate will shape your marketing</b>	Greater focus on AI-driven personalisation, localised sustainability metrics, and partnerships with NGOs to build trust in newer markets.



Question	Response
<b>adaptation strategy over the next 3–5 years?</b>	

### Participant 5 (P5)

*Country:* Germany

*Sector:* Industrial Equipment Manufacturing (B2B Engineering)

Question	Response
<b>Q1. Can you describe a recent instance where your company had to adapt its marketing strategy in an international market?</b>	When entering the South Korean market, we realised our brochures were too technical and lacked emphasis on innovation. We revised our materials to highlight automation benefits and added Korean-language support.
<b>Q2. What role do cultural differences play when you adapt your marketing strategies across regions?</b>	A big role. In Asia, hierarchy influences decision-making, so we focus messaging on senior stakeholders. In Scandinavia, transparency and equality matter more.
<b>Q3. How do local regulations or compliance requirements affect your marketing strategy in international markets?</b>	We must adjust to regional standards for product safety and emissions. Marketing needs to clearly communicate compliance and certification to avoid mistrust or legal issues.
<b>Q4. How do the expectations of international buyers influence your marketing decisions and messaging?</b>	Buyers in North America often request ROI estimates upfront. In Europe, they're more concerned with lifecycle support and eco-compliance, so messaging shifts accordingly.

Question	Response
<b>Q5. What digital tools or technologies have been most effective in helping you localise or personalise your marketing campaigns?</b>	Salesforce Marketing Cloud, localised SEO tools, and multilingual microsites have been instrumental. Also, CAD-based demos with regional case applications.
<b>Q6. How do you use customer data or insights when designing international marketing strategies?</b>	We track post-demo engagement, site behaviours, and region-specific FAQs to see what resonates, and then tweak messaging or add content accordingly.
<b>Q7. In your experience, how does adapting a marketing strategy impact overall business performance in international markets?</b>	Substantially. We see improved lead quality and stronger dealer relationships when we tailor communications to regional needs and technical expectations.
<b>Q8. Are there any risks or downsides you associate with adapting marketing strategies too much or too little?</b>	Too much, and we lose scalability. Too little, and deals get delayed due to perceived lack of relevance. We balance by localising critical touchpoints, not everything.
<b>Q9. How do internal organisational factors affect how you approach international marketing adaptation?</b>	Our decentralised structure means regional managers have a say in campaigns. That helps with relevance but can delay rollouts if coordination isn't tight.
<b>Q10. Looking ahead, what trends or changes do you anticipate will shape your marketing adaptation strategy over the next 3–5 years?</b>	Customisation at scale — including dynamic product pages — and more immersive experiences like virtual product trials. Also, stronger demand for carbon transparency.

### Participant 6 (P6)

*Country:* Canada

*Sector:* SaaS – Business Productivity Tools (B2B Tech)

Question	Response
<b>Q1. Can you describe a recent instance where your company had to adapt its marketing strategy in an international market?</b>	We launched in Brazil last year and realised email campaigns had very low engagement. We shifted to WhatsApp-based customer education funnels and added Portuguese-speaking support agents.
<b>Q2. What role do cultural differences play when you adapt your marketing strategies across regions?</b>	A lot. Some regions expect more personal interaction and storytelling, while others respond better to concise, fact-driven messaging. We adapt tone and format accordingly.
<b>Q3. How do local regulations or compliance requirements affect your marketing strategy in international markets?</b>	Data protection laws like GDPR in Europe and LGPD in Brazil mean we must highlight compliance and security features prominently in our marketing.
<b>Q4. How do the expectations of international buyers influence your marketing decisions and messaging?</b>	Buyers in North America are more price-sensitive and expect detailed technical specs. In Southeast Asia, we focus more on ease of implementation and local training.
<b>Q5. What digital tools or technologies have been most effective in helping you localise or personalise your marketing campaigns?</b>	We rely heavily on HubSpot for segmentation and email automation, and use AI tools for content translation and tone adjustment for different regions.
<b>Q6. How do you use customer data or insights when designing international marketing strategies?</b>	Our product analytics and user onboarding feedback show regional patterns in usage. That shapes both the features we highlight and the language we use.

Question	Response
<b>Q7. In your experience, how does adapting a marketing strategy impact overall business performance in international markets?</b>	It boosts our conversion rates significantly. In localised campaigns, trials convert to paid customers at a rate 2–3 times higher than with generic outreach.
<b>Q8. Are there any risks or downsides you associate with adapting marketing strategies too much or too little?</b>	Over-localising can fragment the brand identity. But being too generic causes disengagement. We create core assets and let regional teams adapt selectively.
<b>Q9. How do internal organisational factors affect how you approach international marketing adaptation?</b>	Cross-functional alignment is key. Marketing works closely with product and sales to ensure the messaging is technically accurate and relevant to local needs.
<b>Q10. Looking ahead, what trends or changes do you anticipate will shape your marketing adaptation strategy over the next 3–5 years?</b>	AI-driven customer segmentation, predictive personalisation, and hyperlocal partnerships will likely dominate. Also, more focus on ethical marketing and inclusive design.

### Participant 7 (P7)

*Country:* United Arab Emirates

*Sector:* Logistics and Freight Services (B2B Supply Chain)

Question	Response
<b>Q1. Can you describe a recent instance where your company had to adapt its marketing strategy in an international market?</b>	While entering East African markets, we realised trust was a major issue. We created region-specific case studies, showcased local partnerships, and offered multilingual video testimonials.

Question	Response
<b>Q2. What role do cultural differences play when you adapt your marketing strategies across regions?</b>	Huge role. In the Middle East, relationship-building is key. We use more personalised content and host in-person events. In Europe, people prefer detailed digital brochures and technical clarity.
<b>Q3. How do local regulations or compliance requirements affect your marketing strategy in international markets?</b>	Customs regulations and trade compliance vary a lot. We create tailored content that assures potential clients we understand and comply with local logistics laws.
<b>Q4. How do the expectations of international buyers influence your marketing decisions and messaging?</b>	Some clients want speed and tracking visibility; others value cost efficiency. So we customise messaging — e.g., in Asia we focus on timeliness, while in South America, we highlight affordability.
<b>Q5. What digital tools or technologies have been most effective in helping you localise or personalise your marketing campaigns?</b>	CRM-integrated email marketing, region-specific landing pages, and analytics from heatmaps and scroll depth help us refine content. We also use translation plugins for client portals.
<b>Q6. How do you use customer data or insights when designing international marketing strategies?</b>	We analyse inquiry types by region, shipment data, and common client issues to shape FAQs, onboarding guides, and product highlights per region.
<b>Q7. In your experience, how does adapting a marketing strategy impact overall business performance in international markets?</b>	It improves deal closure rates significantly. For example, once we adapted our pitch decks for local jargon and customs procedures, we doubled lead-to-client conversion in Kenya.
<b>Q8. Are there any risks or downsides you associate with adapting marketing strategies too much or too little?</b>	Over-customisation adds cost and complicates team coordination. Under-customisation creates a

Question	Response
	trust gap. We aim for a consistent visual identity, but tailor the content structure.
<b>Q9. How do internal organisational factors affect how you approach international marketing adaptation?</b>	Our sales teams are regionalised, so they push for localisation. But central management wants consistency. We use shared templates that allow flexible adaptation.
<b>Q10. Looking ahead, what trends or changes do you anticipate will shape your marketing adaptation strategy over the next 3–5 years?</b>	More real-time updates through client dashboards, mobile-first marketing, and region-specific CSR messaging, especially regarding environmental impact and carbon offsetting.

### Participant 8 (P8)

*Country:* Ireland

*Sector:* Renewable Energy Equipment (B2B Manufacturing)

Question	Response
<b>Q1. Can you describe a recent instance where your company had to adapt its marketing strategy in an international market?</b>	When we expanded into Eastern Europe, we had to highlight different value propositions. In Ireland, the focus is on green credentials. There, it was more about long-term cost savings and reliability due to infrastructure constraints.
<b>Q2. What role do cultural differences play when you adapt your marketing strategies across regions?</b>	Messaging tone matters. Some markets respond better to technical authority, others to community-based messaging. For example, in Germany we emphasise engineering standards, while in Spain we feature testimonials from community projects. We also ensure technical illustrations

Question	Response
	and documentation are reworked to match not only language but also region-specific iconography and metrics.
<b>Q3. How do local regulations or compliance requirements affect your marketing strategy in international markets?</b>	Certifications like CE marking, energy performance ratings, or local installation regulations often dictate what claims we can make. We ensure local regulatory logos are included in marketing assets.
<b>Q4. How do the expectations of international buyers influence your marketing decisions and messaging?</b>	Government buyers care about compliance and subsidies; private firms want ROI. We adapt pitch decks depending on whether we're dealing with municipalities, utility providers, or private firms.
<b>Q5. What digital tools or technologies have been most effective in helping you localise or personalise your marketing campaigns?</b>	We use Salesforce for tracking buyer profiles and preferences, and Canva Teams for creating regional variants of brochures. SEO tools help us tailor blog content by country.
<b>Q6. How do you use customer data or insights when designing international marketing strategies?</b>	Install success rates, maintenance data, and user feedback allow us to showcase region-specific performance stats, which helps win tenders and build credibility.
<b>Q7. In your experience, how does adapting a marketing strategy impact overall business performance in international markets?</b>	Where we localise effectively, win rates on public tenders improve by up to 30%. It also shortens the sales cycle because we pre-empt common objections in each market.
<b>Q8. Are there any risks or downsides you associate with</b>	Too little makes us seem like outsiders. Too much slows down execution and increases cost. We balance by keeping a standard design template with editable content blocks.

Question	Response
adapting marketing strategies too much or too little?	
<b>Q9. How do internal organisational factors affect how you approach international marketing adaptation?</b>	Budget approvals and legal review slow down adaptation efforts. But local teams push hard for autonomy. We've now formed a regional marketing advisory board to align both.
<b>Q10. Looking ahead, what trends or changes do you anticipate will shape your marketing adaptation strategy over the next 3–5 years?</b>	As carbon reporting becomes more standardised, we'll need to tailor our sustainability messaging per jurisdiction. Also, AR-based demos might replace printed brochures soon.

### Participant 9 (P9)

*Country:* Singapore

*Sector:* Industrial Automation (B2B Technology Solutions)

Question	Response
<b>Q1. Can you describe a recent instance where your company had to adapt its marketing strategy in an international market?</b>	When entering the Indonesian market, we realised our technical-heavy presentations were not engaging enough. We switched to case-study videos in Bahasa Indonesia showing actual outcomes for similar clients.
<b>Q2. What role do cultural differences play when you adapt your marketing strategies across regions?</b>	A lot. In Japan, clients expect formality and precision, so we use clean, structured proposals. In Southeast Asia, informal relationship-building is important, so we incorporate testimonials and highlight long-term partnership stories.



Question	Response
<b>Q3. How do local regulations or compliance requirements affect your marketing strategy in international markets?</b>	Industrial equipment needs to meet local safety and automation standards. Marketing must clearly show these certifications and local service support availability, or we risk being ignored entirely.
<b>Q4. How do the expectations of international buyers influence your marketing decisions and messaging?</b>	Buyers in mature markets expect predictive maintenance and AI integration, while others focus on basic automation reliability. So, we tailor our value proposition to match their stage of digital maturity.
<b>Q5. What digital tools or technologies have been most effective in helping you localise or personalise your marketing campaigns?</b>	HubSpot's segmentation features and dynamic email content are very helpful. We also use region-specific microsites with translated content and industry-specific landing pages.
<b>Q6. How do you use customer data or insights when designing international marketing strategies?</b>	We review common service requests and downtime issues per region to focus our messaging — for instance, in India, we stress durability during power fluctuations.
<b>Q7. In your experience, how does adapting a marketing strategy impact overall business performance in international markets?</b>	It boosts credibility and trust. In Thailand, leads increased by 40% after we began using local client stories and showcased warehouse tours in local language subtitles.
<b>Q8. Are there any risks or downsides you associate with adapting marketing strategies too much or too little?</b>	Over-adapting may dilute brand consistency, and under-adapting risks making us irrelevant. We focus on “core brand, local voice” — one brand identity with tailored regional narratives.

Question	Response
<b>Q9. How do internal organisational factors affect how you approach international marketing adaptation?</b>	Our global product team is hesitant to allow too many changes. But regional sales teams push for customisation. We now allow 30% localisation flexibility in approved campaigns.
<b>Q10. Looking ahead, what trends or changes do you anticipate will shape your marketing adaptation strategy over the next 3–5 years?</b>	With increasing automation awareness, we expect clients to want interactive demos, maybe via VR or live-streamed site visits. Also, AI-based personalisation will become standard in B2B marketing.

### Participant 10 (P10)

*Country:* United Kingdom

*Sector:* B2B SaaS (Enterprise Project Management Software)

Question	Response
<b>Q1. Can you describe a recent instance where your company had to adapt its marketing strategy in an international market?</b>	We recently entered the Nordic region and realised our usual messaging about scale and cost-efficiency didn't resonate. They cared more about data sovereignty and user autonomy, so we reworked the campaign around those themes.
<b>Q2. What role do cultural differences play when you adapt your marketing strategies across regions?</b>	In the UK or Germany, clients value data, facts, and security. In contrast, US-based clients are more open to bold claims and performance stats. So, tone and style shift significantly by region.
<b>Q3. How do local regulations or compliance requirements affect</b>	GDPR plays a massive role. We had to revamp email marketing, landing page opt-ins, and even change our

Question	Response
<b>your marketing strategy in international markets?</b>	CTAs to stay compliant across the EU. It made us more transparent in our messaging.
<b>Q4. How do the expectations of international buyers influence your marketing decisions and messaging?</b>	Large enterprise buyers expect robust integration capabilities and post-sales support. Smaller firms want quick onboarding. Our marketing content is adjusted accordingly, with targeted whitepapers and demo videos.
<b>Q5. What digital tools or technologies have been most effective in helping you localise or personalise your marketing campaigns?</b>	Marketo for email automation, Google Optimize for regional A/B testing, and Semrush for SEO localisation. We also use AI translation tools, though with manual proofreading for quality.
<b>Q6. How do you use customer data or insights when designing international marketing strategies?</b>	NPS scores and onboarding friction reports help us fine-tune what benefits to highlight in different markets. In France, we noticed users struggled with dashboards, so we emphasised UI customisability.
<b>Q7. In your experience, how does adapting a marketing strategy impact overall business performance in international markets?</b>	When done well, we see shorter sales cycles and higher conversion rates. Our localised email campaign in the Netherlands had a 2x open rate compared to the global version.
<b>Q8. Are there any risks or downsides you associate with adapting marketing strategies too much or too little?</b>	Too much adaptation can fragment the brand and increase workload. Too little, and we lose local trust. We're trying to centralise strategy while decentralising execution — it's a fine balance.
<b>Q9. How do internal organisational factors affect how you approach</b>	Our marketing team is centralised in London, but we've added regional brand managers to coordinate

Question	Response
<b>international marketing adaptation?</b>	localisation efforts. Budgeting for translation and compliance checks is now standard practice.
<b>Q10. Looking ahead, what trends or changes do you anticipate will shape your marketing adaptation strategy over the next 3–5 years?</b>	AI-driven personalisation at scale will be key. Also, sustainability is rising fast as a decision-making factor in Europe, so we're preparing ESG-themed campaigns aligned with local values.