

Exploring the Role of Brand Cultural Identity in Business Performance: A Systematic Review and Bibliometric Analysis

Defin Shahrial Putra^{1,2+}, Astrid Puspaningrum¹, Rofiaty¹, Raditha Dwi Vata Hapsari¹

¹ Faculty of Economics and Business, Brawijaya University, Malang Indonesia

² Faculty of Economics, Islamic University of Kalimantan MAB, Banjarmasin, Indonesia

Abstract. *This study explores the significant role of brand cultural identity in shaping business performance through a systematic literature review (SLR) and bibliometric analysis. In the face of globalization and increasing market competition, understanding the intersection between cultural identity and brand success has become essential. By synthesizing over 2,500 articles from Scopus, the research evaluates how cultural alignment influences brand performance, particularly for small and medium-sized enterprises (SMEs). The findings emphasize that a robust and coherent brand cultural identity fosters stronger consumer loyalty, enhances employee engagement, and drives superior financial outcomes. Additionally, cultural adaptation in branding strategies proves crucial for businesses seeking to resonate with diverse audiences and expand in global markets. This paper outlines key factors such as brand values, vision, and positioning, highlighting their impact on both internal and external brand perception. Through the analysis, the study identifies gaps in the literature, suggesting future research directions, particularly in the integration of digitalization and sustainability with brand cultural identity. The research offers practical insights for brand managers and marketers to develop culturally relevant strategies that not only improve market competitiveness but also ensure long-term business sustainability.*

Keywords: Brand Cultural Identity, Business Performance, SMEs, Brand Loyalty, Cultural Adaptation.

JEL Codes: M31, M14, M13.

1. Introduction

Brand cultural identity is becoming more and more important in modern company strategy. This is especially true as technology, innovation, and competition make brands more complicated and demanding. Managing a brand has gotten more difficult as customers have become more knowledgeable and varied. Consistently showing the brand's identity is an important part of good brand management. This includes the brand's culture, values, mission, and corporate identity (Elikan & Pigneur, 2018). For a brand to be recognized and be relevant in a fast-paced, ever-changing global market, it is important to always communicate its identity. A brand identity that is consistent and culturally appropriate can help a firm connect with its audience more deeply, which can lead to deeper relationships and loyalty (Raposo, Daniel, et al., 2017).

Culture has a big impact on how people see a brand's identity. The culture where a brand works affects how people see it. For example, cultural influences are quite important in how brands are received in Gulf countries. Brands that don't change their identities to fit the region's cultural norms and values can have a hard time being accepted (Kushwah et al., 2020). This shows how important it is for brands to make their identities fit the cultural differences of their target audiences, especially in places where cultural sensitivities are stronger. Also, building a brand identity is not a one-time thing; it happens over time with the help of the

⁺ **Corresponding author:** Defin Shahrial Putra; Faculty of Economics and Business, Brawijaya University, Malang, Indonesia; Orcid ID; <https://orcid.org/0000-0001-6280-6892>; E-mail: definshahrial@student.ub.ac.id

brand and its stakeholders. Cultural differences also play a role in this process. These variations affect how identities are built and change over time, which makes cultural knowledge even more important in brand management (Voyer et al., 2017).

A Systematic Literature Review (SLR) has many benefits for understanding the complex link between a brand's cultural identity and its financial success. One of the main reasons to do an SLR is that it can help you find important ideas and holes in the current literature. For instance, an SLR can assist in finding the basic ideas behind a company's brand identity and help create strategic tools for co-designing that identity (Elidan & Pigneur, 2018). Also, SLRs often point out gaps in the research, such as the fact that there aren't enough studies on smaller brands or different sorts of markets. These are important for getting a whole picture of how brands do in different market sectors (Saldarriaga-Romero et al., 2024). Researchers and brand managers who want to have a better and more complete picture of what makes brands successful in different situations may find these findings useful.

Additionally, SLRs help provide frameworks that may be utilized to look at cultural brand value from several angles, such as the financial, market, and consumer points of view (Wang & Yin, 2020). These combined frameworks are necessary for figuring out how internal and external influences affect brand performance. SLRs combine previous research to provide a structured way to look at the complicated factors that affect how people see a brand and how well it does in different regions. In today's globalized economy, when companies have to deal with many diverse cultural, economic, and social situations, it's extremely crucial to be able to look at brand value from different points of view.

SLRs also give brand managers strategic information that can assist them in deciding how to establish or change a company's identity to fit the culture they want to reach. Brand managers may improve brand acceptance and market performance by learning about cultural diversity and how it affects how people interact with brands. This is very important for firms that want to reach more people in other countries or provide more products. SLRs also give useful information on how to deal with the difficulties of cultural differences, which is important for creating marketing strategies that work for a wide range of people (Johri et al., 2024). This kind of information are useful not only for brand managers but also for marketers who want to make campaigns that are more culturally conscious and effective.

Using SLRs to study brand cultural identity also has useful effects for marketers. Researchers can find the best ways to change brand identity for different cultures by putting together information from diverse sources. This method helps brands produce messaging, designs, and marketing plans that are in line with the values, norms, and tastes of the cultures they want to reach. As people's expectations change, especially as authenticity and cultural relevance become more important, brands that can change their identities are more likely to get more engagement and loyalty from their customers. For example, brands that want to sell in other countries need to learn about the cultures there so they don't make mistakes that could turn off potential customers (Kushwah et al., 2020).

It is very important to do an SLR on brand cultural identity in order to grasp how complicated brand identity is and how it relates to culture. SLRs are helpful for both brand managers and academics since they help find important ideas, fill in gaps in existing research, and create detailed ways to measure how well a brand is doing. SLRs also give strategic advice on how to adapt brand identities to varied cultural settings, which makes branding strategies more effective and businesses do better. In the end, the information acquired from an SLR can help organizations better deal with the problems that come with running a brand in a worldwide environment, where cultural diversity is becoming more and more vital for brand success.

The main goals of this study are to look at the current state of brand cultural identity in business performance research and to see if this topic is still relevant for future research. The study also looks at how the academic conversation around brand cultural identity in company performance has changed over time and tries to figure out how this work may help marketing management. The research question that has been proposed is:

RQ1: Is the exploration of brand cultural identity in business performance a subject that continues to hold significance for future scholarly inquiry?

RQ2: What is the present allocation of research investigations related to brand cultural identity in business performance?

RQ3: What are the theoretical and practical implications from the perspective of future research?

The study combines a systematic literature review (SLR) and bibliometric analysis to address three questions. The systematic literature review approach is good for combining existing research and finding gaps, trends, and future study paths. It also gives evidence-based insights that can change policies, practices, and future research. This makes sure that results are based on a wide range of studies and points out areas that need more research. Bibliometric analysis will add to the evaluation by measuring how many and how much publications about brand cultural identity affect business performance. This study will look at articles from different journals about Brand Cultural Identity in business performance, focusing on those that were published before June 21, 2025. It will use VOSviewer and the Scopus database. This method allows for a full mapping of the growth of this field and gives us a better idea of how it has grown and where future research should go.

2. Literature Review

Brand cultural identity and business performance are two very important ideas for understanding how small and medium-sized businesses (SMEs) work and plan. Small and medium-sized businesses (SMEs) frequently have limited resources and can't grow very quickly. A strong brand cultural identity can help them do better overall in business. This examination of the literature looks at both ideas, what they mean, and how they are related to each other, especially in the context of small and medium-sized businesses (SMEs).

2.1. Brand Cultural Identity in SMEs

Brand cultural identity is the set of cultural markers, values, and stories that make a brand unique and that it shares with its stakeholders. It is a changing and growing idea that connects the business to its audience and lets the brand show off its cultural roots through its activities, products, and services. Raposo, Daniel. et al. (2017), say that brand cultural identity combines the organization's mission, vision, and cultural traits, such its values, traditions, and corporate identity, into a story that speaks to the target audience. This identity becomes a way to stand out in competitive markets, especially for small and medium-sized businesses (SMEs) that have trouble doing so.

Brand cultural identity is very important for small and medium-sized businesses (SMEs) since it helps them stand out in a crowded market. Small and medium-sized businesses (SMEs) typically have to compete with bigger companies that have more resources. A well-designed brand cultural identity can provide SMEs with an edge by making strong emotional connections with customers. A company's cultural story, which might be based on local customs, societal beliefs, or moral concerns, can help people connect with the brand on a deeper level, both locally and globally (Aman, 2024). Small and medium-sized businesses (SMEs) can build stronger relationships with their customers by using these cultural components. This boosts loyalty and helps the business expand in a way that is good for the environment.

Brand cultural identity is also a very important link between organizational variables and brand performance. Gisip & Harun (2015) say that integrating internal resources like people and the company's culture with the market's cultural expectations can help a brand do better. This alignment makes sure that the brand not only reflects cultural values but also meets the requirements and wants of its target audience, which increases customer happiness and brand equity.

2.2. Business Performance in SMEs

People usually look at a small business's financial success, market share, and customer happiness to see how well it's doing. It shows how well the business can reach its strategic goals and adapt to the needs of the market. Muhonen et al. (2017) say that small and medium-sized businesses (SMEs) are commonly judged on both quantitative indicators, such as revenue growth and profitability, and qualitative measures, like brand reputation and customer happiness.

There is a lot of evidence that brand cultural identity affects how well a business does. A strong brand identity, which contains clear brand values and a mission, makes the brand perform better, which in turn affects the business's bottom line. For example, when small and medium-sized businesses (SMEs) create a brand identity that matches what customers want and what is popular in society, it gives them a competitive edge and makes them more money Muhonen et al. (2017). The type of consumer, the industry, and the state of the market are all essential factors that affect this relationship. This means that the brand's cultural identity should be able to change to meet the needs of different markets.

According to Maurya et al. (2015), aligning corporate identity with customer orientation can greatly improve business success. A consistent corporate identity, driven by cultural values, generates a brand image that customers can relate to, which boosts customer loyalty and market share. For small and medium-sized businesses (SMEs), having a brand identity that matches the company's identity helps create a consistent image that draws in and keeps clients, which leads to business success.

2.3. Interrelationship Between Brand Cultural Identity and Business Performance

Brand cultural identity and business success are intimately related, but small and medium-sized businesses (SMEs) have their own particular problems when it comes to managing these things well. When businesses don't have the money or knowledge to build a strong brand cultural identity, it might hurt their performance. SMEs may have trouble keeping their brand consistent and aligning with their culture because they don't have enough resources (Patel, 2021). But small and medium-sized businesses (SMEs) can get around these problems by taking a design-led strategy and focusing on brand-led tactics. SMEs may stand out in the market by using their cultural identity and encouraging creativity. This lets them come up with distinctive value propositions that boost business performance and sustainability.

The literature says that small and medium-sized businesses (SMEs) need a strong brand cultural identity to compete in tough marketplaces and improve their company success. By making sure that their cultural values match what their customers anticipate, small and medium-sized businesses (SMEs) may build stronger relationships with their customers, make them happier, and be successful in the long run. There are problems, but effective brand management may help small and medium-sized businesses do well in a market that is becoming more international and competitive.

3. Method and Analysis

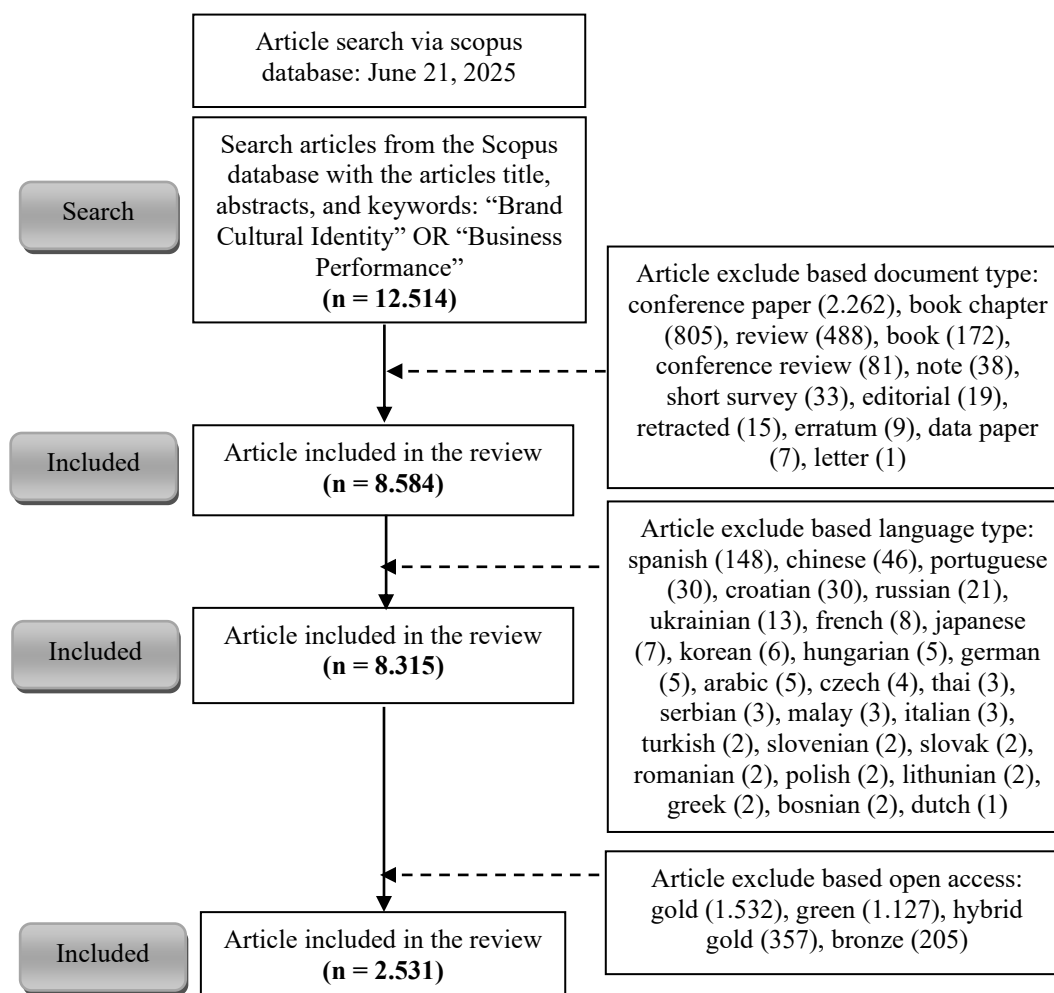


Figure 1. Systematic Literature Review Information Flow using PRISMA.

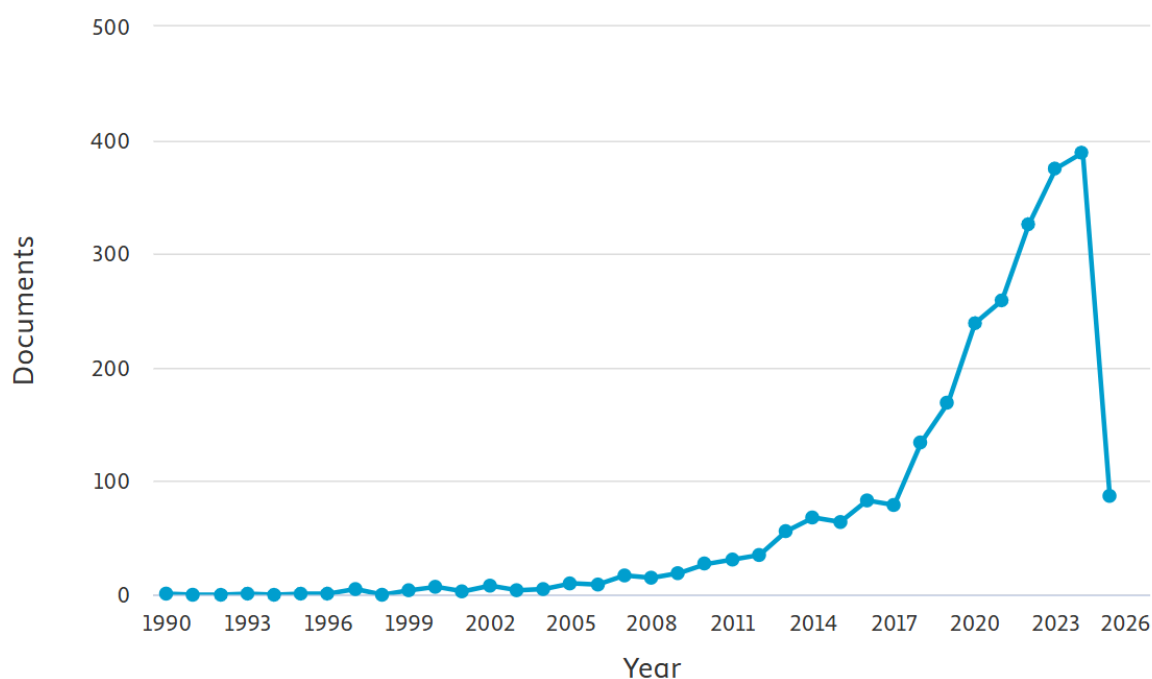
Using the article title, abstract, and keywords "Brand Cultural Identity" OR "Business Performance" in the Scopus database on June 21, 2025, we found 12,514 documents on the subject. These documents range from the oldest publication in 1990 to the most recent in 2025 (see Figure 1). After this discovery, the screening mechanism sorted the documents by their type. We took out articles based on their type: conference papers (2.262), book chapters (805), reviews (488), books (172), conference reviews (81), notes (38), short survey (33), editorial (19), retracted (15), erratum (9), data paper (7), letter (1), non-English (352), resulting in a total of 3.221 documents. The screening results, categorized by document type, yielded 2.531 articles. The documents were then further analyzed in this study to answer *RQ1: is the exploration of brand cultural identity in business performance a subject that continues to hold significance for future scholarly inquiry?* *RQ2: what is the present allocation of research investigations related to brand cultural identity in business performance?* *RQ3: what are the theoretical and practical implications from the perspective of future research?*

4. Result and Discussion

The main focus of this study is the results of 2,531 papers in the Scopus database that looked at how brand cultural identity affects business performance. We got this information by counting the number of published articles, the number of publications over the years, and the journal sources. This study will also look at the most important factors in brand cultural identity that affect company performance, such as the authors, their affiliations, and the countries involved.

RQ1: is the exploration of brand cultural identity in business performance a subject that continues to hold significance for future scholarly inquiry?

Based on information from the Scopus database, it has been proven that there have been 2,531 scholarly articles written about how brand cultural identity affects company performance in the last few decades. Figure 2 shows this. Over the past ten years, the trend in publishing articles about how brand cultural identity affects company performance has changed a lot. From 1990 to 2010, the number of publications stayed rather steady and modest, with an average of less than 20 documents published each year. This means that the subject or area of study had not yet gotten a lot of attention in the academic literature. There was a moderate rise from 2011 to 2016, which suggests that people were becoming more interested in the topic, but the growth rate was still not very high. There was a big increase in publications between 2017 and 2023, which shows that the subject got a lot of attention from researchers and academics. It looks like 2024 was the year with the most documents released, with about 400. This big jump could mean that the field grew more important, maybe because of new technologies, changes in policy, or new trends that made people want to learn more and do more research. There are fewer publications in 2025 than there were in 2020. But this decline could be because the data for the year is not complete yet, since the data we have doesn't show the whole number of publications for 2025 yet. So, you need be careful when you look at this drop and wait until you have statistics for the whole year to see if the trend is still going down. Overall, the substantial rise in publications starting in 2017 shows that the topic has become much more important or urgent, potentially due to outside influences or new requirements in society or industry.



Source: Scopus database

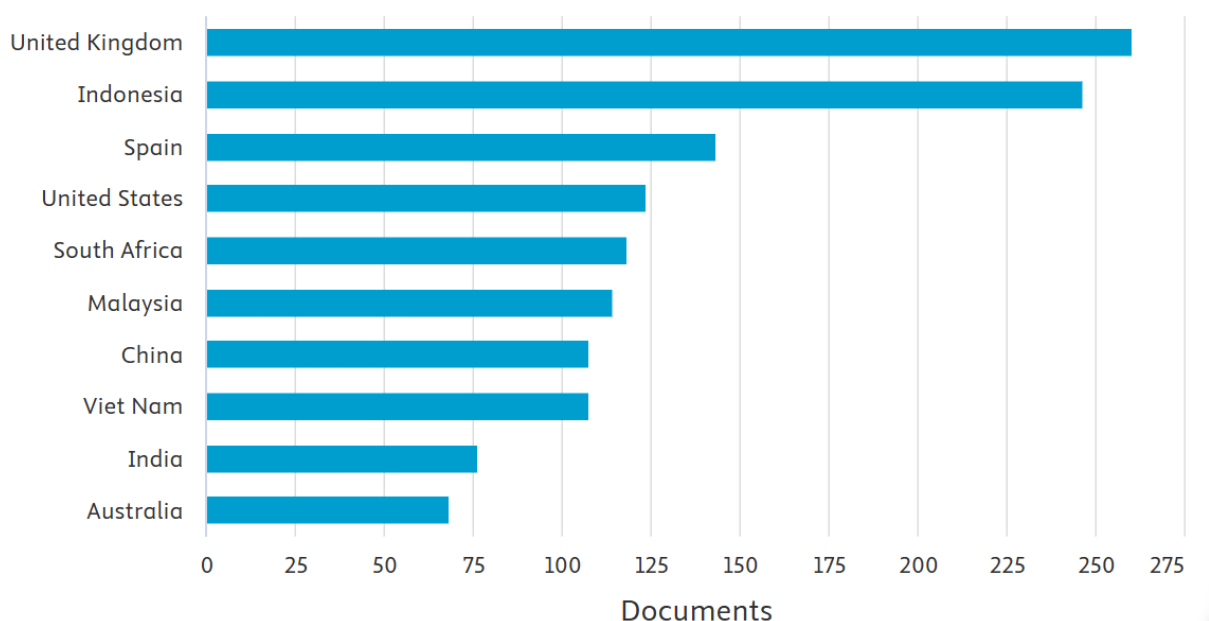
Figure 2. Number of Brand cultural identity in business performance publications

There hasn't been much research on how brand cultural identity affects business success during 1990–2006 since there haven't been enough researchers to do it. There were only a few studies in the Scopus database between 1990 and 2006, with fewer than 10 publications.

RQ2: what is the present allocation of research investigations related to brand cultural identity in business performance?

We looked at the distribution of Brand Cultural Identity in Business Performance research in 2,531 articles. To do this, we grouped the articles by country, region, affiliation, source, and author, but we only looked at the top 10 articles in each group. Researchers and marketers have been focusing on the connection between culture, brand, and business performance in recent years. As businesses grow and enter worldwide markets, it's become crucial to know how a brand's cultural identity affects its business performance in order to make good plans.

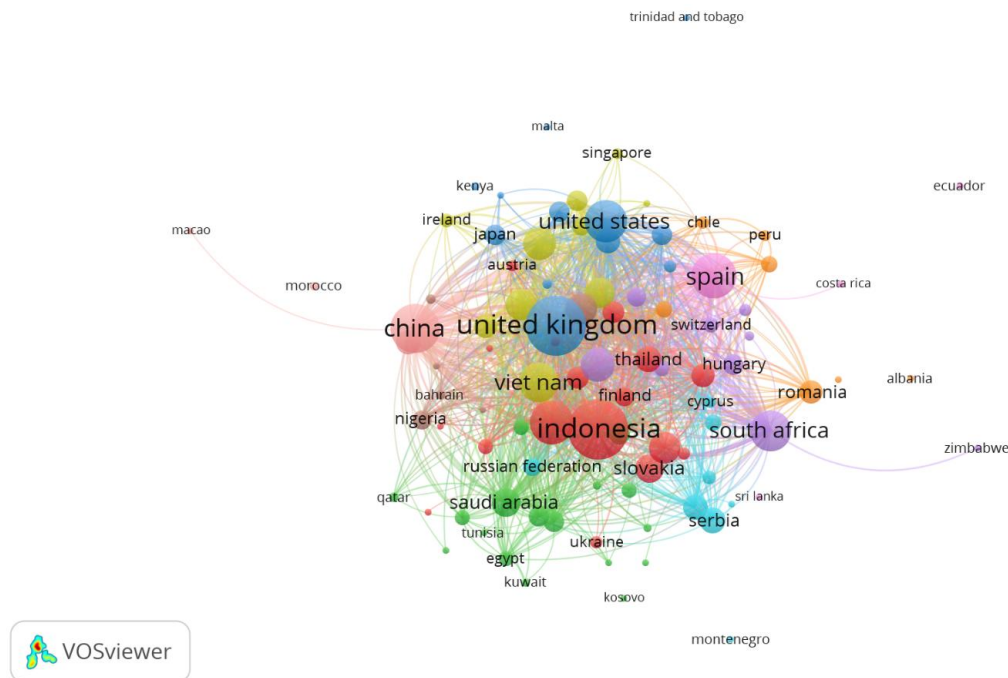
The UK has the most articles about Brand Cultural Identity in Business Performance, with 260. Indonesia has 246, Spain has 143, the US has 123, South Africa has 118, Malaysia has 114, China has 107, Vietnam has 107, India has 76, and Australia has 68 (see Figure 3).



Source: Scopus database

Figure 3. Number of articles by country or territory (top 10 country)

The researchers will also use the VOSviewer software to look at how the countries engaged in the Brand Cultural Identity in Business Performance study are connected to each other. This step is very important for making a systematic plan for future study. The VOSviewer results from the study suggest that countries that look into brand cultural identity in business performance have linkages with each other (see Figure 4).

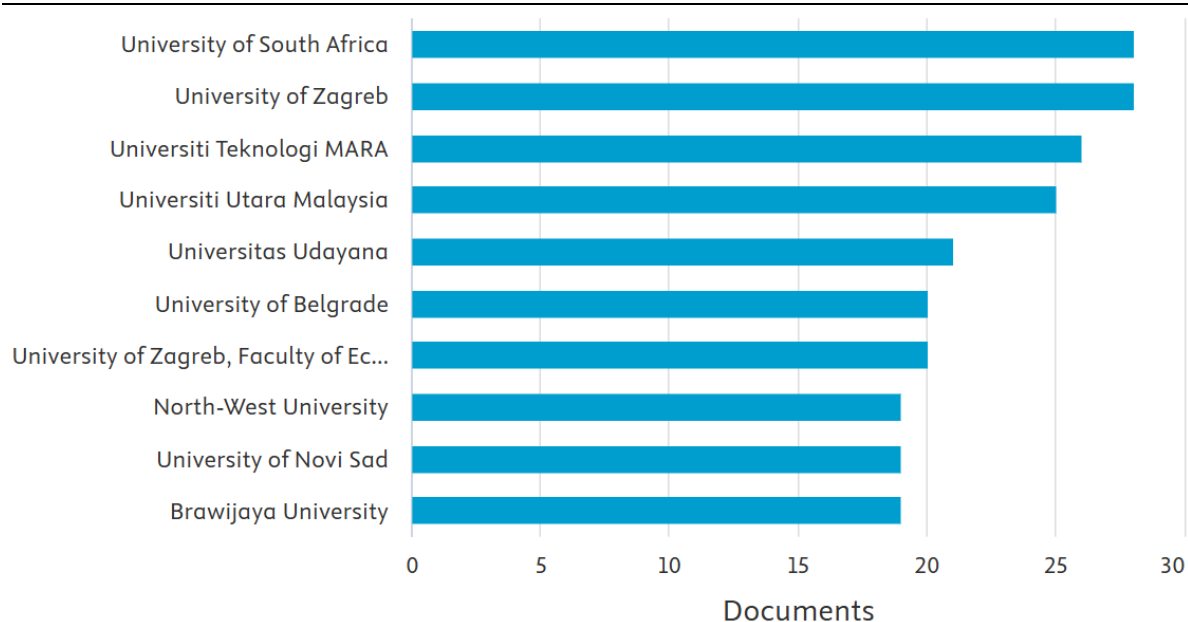


Source: Output VOSviewer software

Figure 4. Network country visualization

VOSviewer makes network visualizations that show how different countries are connected based on particular criteria utilized in the analysis. The dots in the picture stand for countries, and the size of the dot shows how important or relevant that country is to the network. The dots' varying hues show groups of countries that are more closely related or have stronger ties to each other. Lines between countries illustrate how they interact or relate to each other. Thicker or denser lines show stronger ties. In this picture, China, the UK, Indonesia, and the US look like bigger nodes or center points, while other countries are organized into smaller clusters.

Secondly, the University of South Africa has the most articles (28) about how brand cultural identity affects business performance based on institutional affiliation. The University of Zagreb has 28 articles, Universiti Teknologi MARA has 26 articles, Universiti Utara Malaysia has 25 articles, Universitas Udayana has 21 articles, University of Belgrade has 20 articles, University of Zagreb, Faculty of Economics and Business has 20 articles, North-West University has 19 articles, University of Novi Sad has 19 articles, and Brawijaya University has 19 articles.

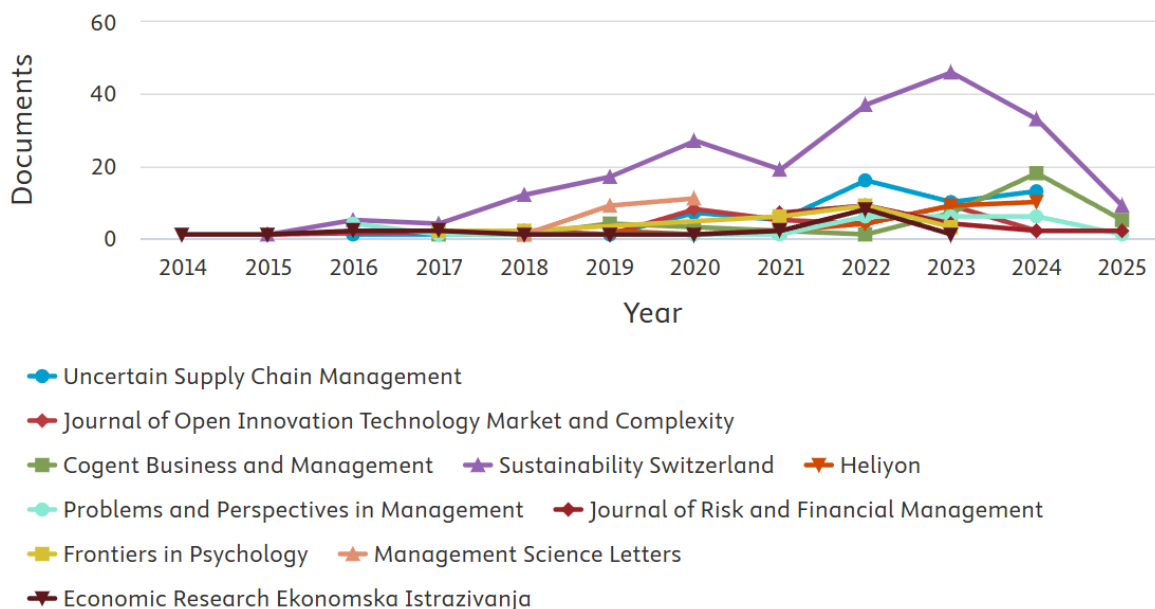


Source: Scopus database

Figure 5. Document by affiliation (top 10 affiliation)

The University of South Africa has the most documents, followed by the University of Zagreb and Universiti Teknologi MARA, which both have a lot of documents. Other universities, such Universiti Utara Malaysia, Universitas Udayana, and the University of Belgrade, contain a little less but still a lot of records. There are also universities with less documents, like the University of Zagreb, Faculty of Economics, North-West University, University of Novi Sad, and Brawijaya University. This chart shows how many documents each university has published, which might be useful for academic or research study.

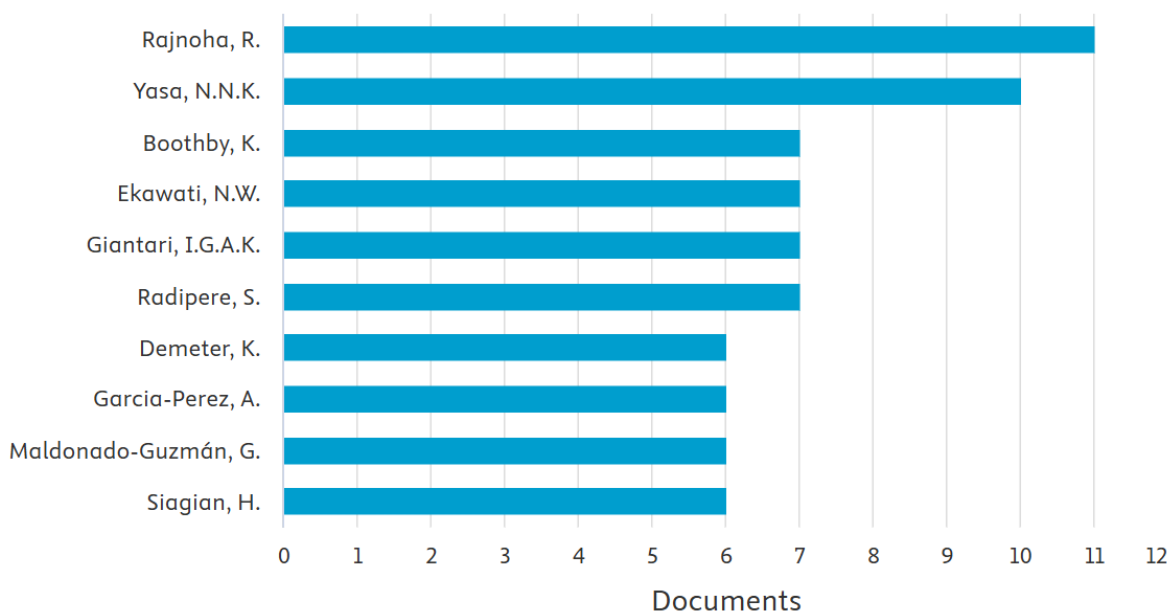
Third, the distribution of questions about Brand Cultural Identity based on sources is dominated by Sustainability Switzerland with 210 articles, Uncertain Supply Chain Management with 53 articles, Cogent Business and Management with 42 articles, Journal of Open Innovation Technology Market and Complexity with 32 articles, Heliyon with 28 articles, Problems and Perspectives in Management with 26 articles, Journal of Risk and Financial Management with 24 articles, Frontiers in Psychology with 22 articles, Management Science Letters with 21 articles, and Economic Research Ekonomska Istrazivanja with 20 articles (see Figure 6).



Source: Scopus database

Figure 6. Number of articles by sources (top 10 sources)

Fourth, Rajnoha, R. has the most documents, with 11. Yasa, N.N.K. is next with 10 documents. Boothby, K., Ekawati, N.W., Giantari, I.G.A.K., and Radipere, S. are some of the other authors who each have 7 documents. At the same time, Demeter, K., Garcia-Perez, A., Maldonado-Guzman, G., and Siagian, H. each have 6 documents. This chart shows how each author's work compares to the overall number of papers published. This makes it handy for figuring out which authors are the most productive in this area. The different numbers of documents also show how various authors could help the topic grow (see Figure 7).



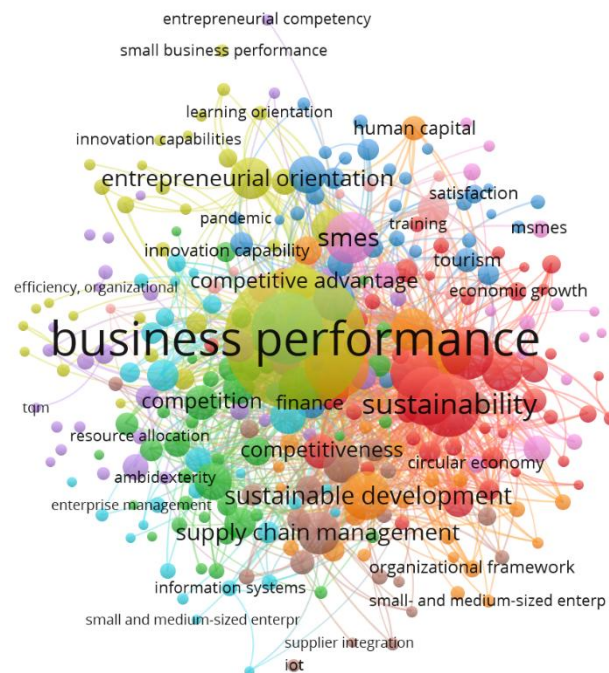
Source: Scopus database

Figure 7. Count of publication by author (top 10 authors)

RQ3: What are the theoretical and practical implications from the perspective of future research?

We looked at 2,531 publications from the Scopus collection and used VOSviewer to show that the results could have both theoretical and practical effects on future research on Brand Cultural Identity in Business Performance. The metadata analysis results from VOSviewer will help researchers and professionals better comprehend the ideas and results connected to Brand Cultural Identity in Business Performance. The bibliometric analysis with VOSviewer can identify which variables have been studied a lot by other researchers and which ones haven't been studied as much. This can help other researchers figure out what to study next. From the practitioner's point of view, the results of the literature review utilizing VOSviewer will help practitioners use Brand Cultural Identity in Business Performance in the future and spread the word about it to businesses all over the world.

Figure 8 shows that the most common keywords are business performance (828), sustainability (169), business (146), innovation (174), business development (116), performance (212), industrial performance (91), performance assessment (102), sustainable development (102), and small and medium-sized enterprise (81). The last thing to do is show Table 1, which has the 10 terms that show up the most often.



Source: Output VOSviewer software

Figure 8. Co-occurrence framework and representation of key terms

Table 1. Keywords by authors

Rank	Keyword	Total link strength
1	Business performance	2994
2	Sustainability	1078
3	Business	1064
4	Innovation	902
5	Business development	866
6	Performance	797
7	Industrial performance	789

8	Performance assesement	764
9	Sustainable development	749
10	Small and medium-sie enterprise	660

Source: Output VOSviewer software.

Based on the results of the mapping and a look at previous studies, it has been found that there is a gap in previous research. The study of the distribution of research on Brand Cultural Identity in Business Performance shows that the UK (260 articles) and Indonesia (246 articles) are the top contributors, followed by Spain, the US, and South Africa. This suggests that countries with a lot of cultural diversity and changing economic conditions are very interested in looking into the link between brand cultural identity and business performance. This is in line with the growing need for businesses to make sure that their branding strategies are in line with local cultural values in order to improve their market success in the long term. Sustainability Switzerland has the most articles published, with 210. This shows that there is a lot of research being done on sustainability in the context of brand cultural identity and how it affects business performance. Other journals that follow are Uncertain Supply Chain Management and Cogent Business and Management. This means that supply chain management, open innovation, and company performance based on cultural brand identity are becoming more and more connected. For future research, it's important to look into how digitalization and the use of technologies like AI and big data can help strengthen brand cultural identity in cross-country business models. This is especially important for supporting long-term business performance in a global market that is changing quickly and needs to be able to adapt to new cultures quickly.

4.1. Discussion

To understand how firms work in today's global market, you need to know what brand cultural identity is. This identity includes a brand's values, vision, positioning, and personality. It shows not only what the company stands for but also where it fits in with other cultures and groups. As brands compete more and more in the market, it's important to understand how deeply brand cultural identity affects business performance. This conversation goes into detail on what brand cultural identity is, what its main parts are, and how it affects many aspects of business performance, such as brand equity, customer loyalty, staff engagement, and financial results.

Brand cultural identity is the unique set of beliefs, values, traditions, and ways of life that a brand stands for. These are influenced by the brand's cultural roots and connections. This identity isn't only based on looks; it's also based on the deeper values that guide how a brand interacts with its customers, staff, and business partners. Muhonen et al. (2017) say that brand cultural identity is made up of a lot of different things, like brand values, vision, positioning, and personality. Each of these things affects how well the brand does in the market as a whole.

Cultural identity has a big impact on how consumers see brands, which affects their expectations, engagement, and loyalty. A strong cultural identity also helps the business stay consistent, making it easier for employees to connect with the brand's goals and values. This alignment can then lead to better employee performance, which in turn affects the business's bottom line.

Key Components of Brand Cultural Identity

There are several important parts that make up a brand's cultural identity. Each of these parts affects how people see the brand and how it gets its message across (see Figure 9):

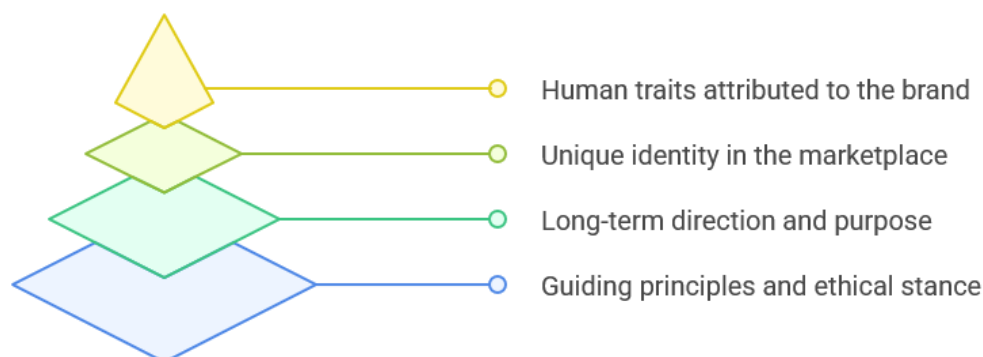


Figure 9. The Pyramid of Brand Cultural Identity

1. **Brand Values:** Brand values are the concepts and principles that guide a brand's behavior and are at the heart of its cultural identity. These values are very important for showing how a brand feels about ethics and how much it cares about its consumers, staff, and society as a whole (Joukanen et al., 2018). Brands that are open about their principles build better customer loyalty because people are more likely to buy from brands that share their convictions. When a brand's values match those of its customers, the brand's equity and customer retention increase up (Rajagopal, 2006).
2. **Brand Vision:** The brand vision gives the brand a long-term goal and direction, making it apparent to stakeholders where the brand is going. It spells out the brand's goals and acts as a guide for making decisions and planning strategies. A strong brand vision makes employees feel like they belong and strengthens the brand's story, making it a market leader (Muhonen et al., 2017).
3. **Brand Positioning:** Brand positioning is a strategic part of a brand that makes it stand out in the market. It helps a brand create a unique identity that appeals to its target audience and sets it apart from its competition. To position a brand well, you need to know not only the market and what customers that want, but also how cultural elements affect how people think and act. A brand can better reach its target audience and become more successful in the market by making sure its positioning matches its cultural identity (Coleman et al., 2015).
4. **Brand Personality:** Brand personality is the set of human attributes that people think a brand has, such as warmth, elegance, or dependability. These features make people feel something about the brand, which helps them build stronger relationships with it. Rajagopal (2006) says that brand personality affects how people think and act, which makes them more loyal and more likely to recommend the brand. Brand personality's emotional resonance is especially important in markets where standing out is important and customers want both functional and emotional satisfaction from their brand interactions.

Impact of Brand Cultural Identity on Business Performance

Brand cultural identity has a lot of effects on business performance. It affects many parts of brand management, customer interactions, and financial results (see Figure 10).

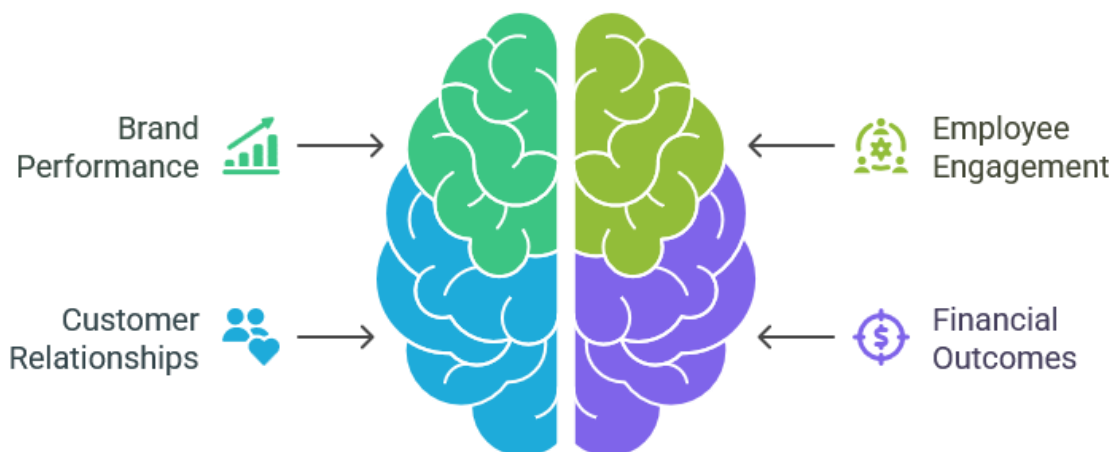


Figure 10. The Impact of Brand Cultural Identity

1. **Brand Performance:** A strong and well-communicated brand cultural identity improves brand performance by increasing brand equity. This is done by making customers more loyal, happier, and more likely to choose your product over others. As a result, brands that do a good job of managing their cultural identity are more likely to gain market share and make more money (Muhonen et al., 2017). A strong cultural identity can also help protect against brand dilution, making sure the brand stays relevant and resonates in a competitive market.
2. **Employee Engagement:** Internal branding is an important part of making sure that employees feel connected to the brand's culture. Internal branding processes make sure that staff are engaged and dedicated to keeping the brand promise by making brand values and vision a part of the company's daily operations. Punjaisri et al. (2009) showed that employees are more engaged when they feel connected to the brand's values. This leads to better performance, better relationships with customers, and more support for the brand. So, internal branding not only makes the brand more trustworthy, but it also makes the company run more efficient and happy customers.
3. **Customer Relationships:** A strong brand cultural identity helps build strong relationships between customers and brands. Brands may build trust and loyalty by making a real and genuine relationship with their customers. This leads to long-term engagement and advocacy. Kieu & Ho (2018) say that emotional resonance is what keeps customers coming back, and the brand's cultural identity makes this even stronger. Also, as social media and omnichannel tactics become more popular, having a consistent brand identity across all channels improves the consumer experience as a whole, strengthens the customer's relationship with the company, and leads to higher satisfaction and loyalty (Lourenco et al., 2024).
4. **Financial Outcomes:** In the end, a strong brand cultural identity has a direct effect on how well a corporation does financially. Brands that successfully incorporate cultural aspects into their identity usually make more money, have a bigger market share, and have more devoted customers. This, in turn, improves the performance of the business as a whole, since consumer preference and support lead to real financial gains. When a brand's identity matches what customers value and expect, it can lead to strong brand loyalty, which is very good for the company's bottom line (Jin et al., 2025).

There are a number of things that can change how brand cultural identity affects business performance, such as the type of industry and the type of consumer. The link between brand cultural identity and performance may be different in different industries. For example, service companies may feel the effects more strongly because they work closely with customers and customer experience is so important. For example, service firms that focus on cultural identity in their brand story are more likely to create close relationships with customers because their products are more personalized (Muhonen et al., 2017).

Also, the sort of consumer is very important in figuring out how brand cultural identity affects business performance. In B2B settings, where functional features and expertise are more important, cultural identity may not have as direct an effect as it does in B2C settings, where emotional connections and brand personality are more important factors in how people act (Joukanen et al., 2018).

Brand cultural identity is one of the most important things that affects how well a firm does. It affects things like brand equity, customer loyalty, staff engagement, and financial success. Companies may stand out in the market, build stronger relationships with customers, and enhance internal alignment by making sure that their brand values, vision, positioning, and personality fit with the culture they work in. Also, the effects of brand cultural identity on performance are affected by things like the type of industry and the type of consumer, which means that organizations should be careful while maintaining their brand identity. In the end, a strong and real brand culture is a significant asset that can help your organization succeed over the long term.

5. Conclusions

Brand cultural identity is becoming a very important part of marketing and brand management strategies in a business environment that is becoming more global and connected. Brand cultural identity includes the values, stories, and cultural traits that make up a brand and are shown to customers through the company's products, services, and behavior. Brand cultural identity is a dynamic link between the brand and its audience. It helps develop emotional connections with customers and affects the long-term success of the firm. The results of this study show that a brand identity that is consistent and relevant to the culture not only develops relationships with customers, but it also increases loyalty, engagement, and financial performance.

Brand cultural identity gives small and medium-sized businesses a big edge over their competitors. SMEs that can show a real cultural identity stand out in congested markets where resources are limited and larger companies are aggressive competitors. Small and medium-sized businesses (SMEs) can make stronger relationships with their customers by aligning their brand's cultural identity with the values of the local culture. This can lead to long-term success and growth. When brands work in global marketplaces with many different cultures, it becomes more and more vital to change their brand identity to fit cultural trends and what customers want.

This analysis also demonstrates that there has been a big rise in academic interest in the link between brand cultural identity and commercial performance in the past several years, as seen by the large number of publications since 2017. This shows that the topic is becoming increasingly important to scholars and professionals who know how important it is to match brand strategy with cultural values in order to boost corporate performance. The bibliometric analysis done in this study also showed that countries with a lot of cultural diversity, like the UK, Indonesia, and Spain, made important contributions. This suggests that understanding brand cultural identity is a key area of focus for countries that are growing economically and socially.

Brand managers and company decision-makers need to know what this research means for them in real life. Brand tactics that adapt to different cultures are vital not only for getting more people to buy your products, but also for making your brand stronger in a market that is becoming more competitive. If you don't pay attention to cultural factors when managing a brand, you might not be able to get people's attention, which will hurt the brand's overall performance. So, brand managers need to keep an eye on cultural trends all the time and use what they learn about culture to help them build their brands so that they stay relevant and appeal to a wide range of people.

In the global market, which is becoming more connected, future research should focus on learning more about how digitalization and new technologies like big data and artificial intelligence may help develop brand cultural identity. Also, it's important to look into how brand cultural identity can include sustainability to improve business performance and build customer loyalty, since customers are putting more and more weight on social and environmental issues.

In general, this study gives us useful information about how brand cultural identity affects business performance and how businesses should manage their brand identities to be successful in the long run.

Companies who can adapt to the fast changes in culture and technology will have a big edge over their competitors in the global market.

6. Conflict of Interest

The authors declare that there is no conflict of interest.

7. References

- [1] Aman, H. M. (2024). Cultural identities in Marketing and Branding: Appreciation vs. Appropriation. *AIJR Proceedings*, 170–177. <https://doi.org/10.21467/proceedings.168.19>
- [2] Coleman, D. A., De Chernatony, L., & Christodoulides, G. (2015). B2B service brand identity and brand performance: An empirical investigation in the UK's B2B IT services sector. *European Journal of Marketing*, 49(7/8), 1139–1162. <https://doi.org/10.1108/ejm-03-2013-0154>
- [3] Elikan, D., & Pigneur, Y. (2018). *Foundations of a visual tool for brand identity*. 26th European Conference on Information Systems: Beyond Digitization - Facets of Socio-Technical Change, ECIS 2018. Scopus. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-85061335940&partnerID=40&md5=4fa0ee60c7e77d912d205f21651238f6>
- [4] Gisip, I. A., & Harun, A. (2015). *Brand culture: Its antecedents and relationship to SME brand performance*. <https://www.iwnest.com/old/IJAG/2015/Special%20IPN%20Oct/1-7.pdf>
- [5] Jin, Z., Suh, T., & Lee, J.-Y. (2025). Omnichannel Identity Dimensions and Their Differential Impact on Customer–Brand Relationships: A Comparative Analysis of South Korean Retailers. *Sustainability*, 17(9), 3933. <https://doi.org/10.3390/su17093933>
- [6] Johri, N., Rohit, Raut, S. K., & Rana, S. (2024). Navigating cultural complexity in global markets: Insights and future directions from two decades of marketing literature. In *International Journal of System Assurance Engineering and Management* (Vol. 15, Issue 12, pp. 5405–5419). Springer. <https://doi.org/10.1007/s13198-024-02520-7>
- [7] Joukanen, K., Niinimäki, T., & Sundell, J. (Eds.). (2018). *Developing Insights on Branding in the B2B Context: Case Studies from Business Practice*. Emerald Publishing Limited.
- [8] Kieu, T. A., & Ho, P. H. (2018). What Really Drives Customer-Brand Relationships? Evidence from an Emerging Market: An Abstract. In N. Krey & P. Rossi (Eds.), *Boundary Blurred: A Seamless Customer Experience in Virtual and Real Spaces* (pp. 5–6). Springer International Publishing. https://doi.org/10.1007/978-3-319-99181-8_3
- [9] Kushwah, S., Shree, D., Rezaei, S., & Sagar, M. (2020). The impact of culture on consumer's perception of brand identity: Evidences from Gulf countries. *Journal of Islamic Marketing*, 11(2), 488–505. Scopus. <https://doi.org/10.1108/JIMA-12-2017-0146>
- [10] Lourenco, C. E., Correa Ferreira, J., & Martins Dos Santos, V. (2024). Humanizing brands in social media: The impact of anthropomorphism on brand identification, engagement, and advocacy. *Journal of Marketing Communications*, 1–22. <https://doi.org/10.1080/13527266.2024.2439841>
- [11] Maurya, U. K., Mishra, P., Anand, S., & Kumar, N. (2015). Corporate identity, customer orientation and performance of SMEs: Exploring the linkages. *IIMB Management Review*, 27(3), 159–174. <https://doi.org/10.1016/j.iimb.2015.05.001>
- [12] Muhonen, T., Hirvonen, S., & Laukkanen, T. (2017). SME brand identity: Its components, and performance effects. *Journal of Product & Brand Management*, 26(1), 52–67. <https://doi.org/10.1108/JPBm-01-2016-1083>
- [13] Patel, I. (2021). Designing Brand-Led Cultures in Small and Medium-Sized Enterprises (SME's) Struggling Through Midlife Crisis. In A. Chakrabarti, R. Poovaiah, P. Bokil, & V. Kant (Eds.), *Design for Tomorrow—Volume 2* (Vol. 222, pp. 653–665). Springer Singapore. https://doi.org/10.1007/978-981-16-0119-4_53

-
- [14] Punjaisri, K., Evanschitzky, H., & Wilson, A. (2009). Internal branding: An enabler of employees' brand-supporting behaviours. *Journal of Service Management*, 20(2), 209–226. <https://doi.org/10.1108/09564230910952780>
- [15] Rajagopal. (2006). Brand excellence: Measuring the impact of advertising and brand personality on buying decisions. *Measuring Business Excellence*, 10(3), 56–65. <https://doi.org/10.1108/13683040610685793>
- [16] Raposo, Daniel., Silva, Fernando Moreira da., Neves, João., & Silva, José. (2017). *Clarifying the Concept of Corporate Identity: From a Collective Vision to Cultural Interface* (pp. 600–609). https://doi.org/10.1007/978-3-319-60582-1_60
- [17] Saldarriaga-Romero, V. J., Molina, Y. M., & Ceballos, H. V. (2024). Brand Performance Development: Synthesis and Research Agenda. *Revista Lasallista de Investigacion*, 21(1), 41–76. Scopus. <https://doi.org/10.22507/rli.v21n1a3>
- [18] Voyer, B. G., Kastanakis, M. N., & Rhode, A. K. (2017). Co-creating stakeholder and brand identities: A cross-cultural consumer perspective. *Journal of Business Research*, 70, 399–410. Scopus. <https://doi.org/10.1016/j.jbusres.2016.07.010>
- [19] Wang, J., & Yin, J. (2020). *Multi-perspective Analysis and Integration Framework Construction of Cultural Brand Value Evaluation Research Based on Grounded Theory*. 568–572. Scopus. <https://doi.org/10.1109/ICCST50977.2020.00117>

Manuscript received: 02.07.2025

Manuscript received in revised form: 20.08.2025

Manuscript accepted: 21.08.2025