

GLOBAL BRAND LOCALIZATION LEADING AND MAN-
AGING PROCESSES AT THE LOCAL LEVEL

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The aim of this thesis is to examine the localization of a global brand as well as the management and governance of its processes at the local level. The purpose of the thesis is to obtain new knowledge, strategies, protocols, and best-practice models, as global business is undergoing change. We are shifting from standardization to localization; the global digital economy, digitalization, new technologies, and the needs and experiences of customers are at the centre. The goal is to improve customer experiences and increase value within the entire business context. For this reason, managers and supervisors need more skills and capabilities to work with global brands at the local level.

The second purpose of the thesis is to clarify and identify various challenges related to the objective of the thesis and to find solutions to these issues. In addition, the goal is to achieve a better understanding of digital leadership in the context of managing and governing localization processes at the local level, as digital business management and omnichannel working methods in both internal and external operations nowadays require increasing attention. Another purpose is also to create a short guide related to the objective of the thesis.

The theoretical foundation of this thesis is built on globalization, digitalization, new technologies, previous theories, and customer experience, customer-centricity, and 5P strategies. A qualitative case study interview supports and complements the formation of the thesis results and provided extensive insights. The key finding was that this is a very broad and complex process, regulated by laws, regulations, the company's own practices, leadership, and digitalization at the local level as well as strategies; customer experience and customer-centricity strategies can guide the entire process together with digital business management. All these strategies together can support the enhancement of customer experiences and the creation of value for all parties involved.

Keywords	Global brand, digitalization, localization leading and managing processes, customer experience
Other information	Guidebook for thesis's aim

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Tämän opinnäytetyön tavoitteena on tarkastella globaalin brändin lokalisointia sekä sen prosessien johtamista ja hallintaa paikallisella tasolla. Opinnäytetyön tarkoituksena on saada uutta tietoa, strategioita, protokollia ja parhaiden käytäntöjen malleja, koska globaali liiketoiminta on muuttumassa. Olemme siirtymässä standardoinnista lokalisointiin; globaali digitaalinen talous, digitalisaatio, uudet teknologiat sekä asiakkaiden tarpeet ja kokemukset ovat keskiössä. Tavoitteena on parantaa asiakaskokemuksia ja lisätä arvoa koko liiketoimintakontekstiin. Tämän vuoksi johtajat ja esimiehet tarvitsevat enemmän taitoja ja valmiuksia työskennellä globaalien brändien kanssa paikallisella tasolla.

Opinnäytetyön toisena tarkoituksena on selkeyttää ja tunnistaa erilaisia opinnäytetyön tavoitteeseen liittyviä haasteita ja löytää ratkaisuja näihin ongelmiin. Lisäksi tavoitteena on saada parempi ymmärrys digitaalisesta johtamisesta lokalisointiprosessien johtamisen ja hallinnan kontekstissa paikallisella tasolla, sillä digitaalinen liiketoimintajohtaminen ja omnichannel-työskentelytavat sekä sisäisessä että ulkoisessa toiminnassa vaativat nykyisin yhä enemmän huomiota. Yhtenä tarkoituksena on myös laatia lyhyt opas opinnäytetyön tavoitteeseen liittyen.

Tämän opinnäytetyön tietoperusta rakentuu globalisaatiosta, digitalisaatiosta, uusista teknologioista, aiemmista teorioista sekä asiakaskokemus-, asiakaslähtöisyys- ja 5P-strategioista. Laadullinen tapaustutkimushaastattelu tukee opinnäytetyön tulosten muodostumista ja antoi runsaasti näkemyksiä. Keskeisin tulos oli, että kyseessä on erittäin laaja ja monimutkainen prosessi, jota säätelevät lait, asetukset, yrityksen omat käytännöt, johtaminen ja digitalisaatio paikallisella tasolla sekä erilaiset strategiat. Asiakaskokemus- ja asiakaslähtöisyysstrategiat voivat ohjata koko prosessia yhdessä digitaalisen liiketoimintajohtamisen kanssa. Kaikki nämä strategiat yhdessä voivat tukea asiakaskokemusten ja arvon kasvattamista kaikille osapuolille.

Avainsanat: Global brand, digitalisaatio, lokalisointiprosessin johtaminen, asiakas kokemus

Muita tietoja Opas aiheeseen

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1 INTRODUCTION

The main purpose of this thesis is to gain new knowledge, strategies, and best practices for global brand leadership and managing localization processes at the local level, and one of the goals is to create a small guidebook to support the entire process in practice. The second purpose is to identify different types of challenges related to brand localization leadership and management at the local level, and to find solutions to these problems so that global business can operate more easily, quickly, and effectively with global brands at the local level. The third purpose is to better understand digital management in the context of leading and managing localization processes at the local level.

The motivation and background for this thesis are clear. Global business has changed, and it is moving forward from standardization to localization, while modern technologies, digitalization, and the needs and experiences of consumers, customers, and companies are becoming increasingly central. Therefore, global brand localization leadership and management processes at the local level require new knowledge, strategies, and best practices so that companies can better meet consumer needs.

My personal motivation is to gain more capabilities to work practically with global brands. I have worked in the medical industry for 16 years in sales, and I have realized that leading and managing global brand localization processes at the local level is a significant task that includes many different elements that must be considered throughout the process. I understand that we need more useful knowledge, strategies, and best practices to support our daily work. My specific motivation is also to gain more benefits and opportunities in digital business management, and I want to work with global brands in the future using both face-to-face and digital channels. I want to gain more benefits for my own company from the results of this thesis. My company's main target is sales coaching, and the guidebook will be one of the recent changes to bring more materials for customers and more insights for sales coaching sessions.

This thesis has four thesis questions. The first is: what are the best practices, strategies, and protocols for leading and managing global brand localization processes at the local level? The second thesis question is: what are the challenges in leading and managing global brand localization processes at the local level? The third question is: what are the digital opportunities, how have brand leaders and managers used them, and what is the potential of digital channels for this process? The fourth question concerns the needs for the future.

This thesis has three knowledge bases. The first knowledge base focuses on globalization, digitalization, modern technologies, and of course, people's needs and goals, which are drivers for leading and managing global brand processes at the local level, and they require more and faster solutions. Companies and brands have to offer more benefits for potential customers. Global business has been changing; we are moving forward from standardization to localization. The second knowledge base focuses on earlier theories, methods, strategies, and best practices for leading and managing global brand localization processes at the local level, for example the 5 P's and customer experience– and orientation strategies. The third knowledge base is based on interviews, and these answers can provide more solutions by combining all knowledge bases.

The methodology of this thesis is a case study. It includes three personal interviews, each lasting approximately 45 minutes. The interviewees must have experience working with global brands and specifically with global brand localization leadership and management processes at the local level, and they must have many years of relevant experience. I have prepared ten questions, and I will either record or write down the interviews. Afterwards, I will analyze all the interviews and try to find answers to the thesis questions by comparing the responses with each other and with the theories and frameworks used in this thesis.

This thesis follows ethical research guidelines, including ensuring confidentiality for interviewees, obtaining informed consent, and accurately representing data. The research respects company policies on confidentiality and proprietary information. Reliability and validity have been ensured. To ensure reliability, the research adopts a systematic approach to data collection and analysis, ensuring

consistency across interviews. The validity of the findings is supported by triangulating data from interviews, case studies, and literature.

2 MINDASANA OY

The assignment of the thesis is made for a company founded in 2014, and it will start to launch products on the market next year, because the main coach wanted to verify professional skills through both work experience and studies before launching. The company's main goal is to promote and maintain the comprehensive health and competence of the employees of organizations operating in Finland and especially to support global companies in localizing their own brands for the Finnish market, because the CEO has 17 years of experience working in business life, degrees in health care, nutrition, and business with almost 750 credits, and coaching studies of about three years with global and local brands in Finland both online and offline. Therefore, the purpose of this thesis is to support all coaching sessions and global brand localization leadership and management processes at the local level. The main goal of this thesis is to produce new material for coaching sessions (a guidebook), and of course all thesis materials can be used in daily working life when working with global brands in other companies.

The main goal is to support the achievement of employees' own health and work-related learning goals to strengthen their competence – both their personal health goals and work-based competence. The company offers a wide range of coaching sessions: developing especially digitalization, and promoting and maintaining management, sales, marketing, interaction, and communication skills in organizations that aim to develop sales in a cost-effective and efficient manner so that the health of the organization's employees is maintained at the same time as they develop as experts in their own role. The assignment is made for MindAsana Oy, which offers sales and marketing organizations a new training package at www.terveorganisaatio.fi.

The training must be tailored to meet the special characteristics and challenges related to the roles of employees in order to be perceived as useful and effective. The aim is to increase and develop the communication, interaction, and presentation skills of organizations, teams, and various collaborative relationships, and using digital channels is one of the main strategies for coaching in the future.

2.1 MindAsana's Strategies

To actively offer concrete management tools to support the sales and marketing organization so that the best customer experiences can be achieved by utilizing the introduction of a customer-oriented operating model through omnichannels. MindAsana Oy's strategy is to act responsibly, ambitiously, and respectfully in the business coaching industry, where increasing the value of both customers and the domain is essential through various coaching services, and the latest product is www.terveorganisaatio.fi.

In addition, the aim is to offer new innovative strategies that develop the operations of sales organizations so that all parties benefit: customers, the entire business sector, society, culture, and of course the entire sales organization and all stakeholders, both personally and as a team. Everyone must gain valuable moments and experiences from each other through sustainable development and digital economy strategies with a customer-oriented approach.

The company's goal is to increase and develop the utilization of digital channels in sales and marketing organizations in a cost-effective manner so that they can achieve more optimal working days, especially when working with global brands at the local level. The company's strategy is clear. It operates through multiple channels, using both face-to-face and digital channels, utilizing omnichannels. Thus, the operations are very cost-effective, efficient, and digitally economical. The company's strategy is to offer and provide the opportunity to meet both sales and marketing organizations as well as healthy organizations either digitally or live. The coaching itself can be delivered in the same way.

The company's value promise is to deliver 10 promises to act responsibly and comprehensively, with sustainable development in the background in every customer encounter and communication, utilizing coaching services. It promises to take advantage of digitalization, cost-effectiveness, and customer orientation, and at the same time be reliable, honest, respectful, and act ambitiously so that all parties receive more economic and individual benefits in the right ways.

3 GLOBALIZATION

Global brand localization, leading and managing processes at the local level, is a big and complex operation, and this process involves a wide variety of aspects. Globalization is one of the main phenomena, and it influences the global brand localization leadership and management processes at the local level, where we need new insights and strategies because many things are raising plenty of challenges for this process. Globalization brings many dimensions that influence the complete process; global brand strategies are changing all the time, and companies have to offer more and faster solutions for customers. Brand localization, leading and managing processes at the local level, is also an especially important and large process, and it needs distinct kinds of support in practice (Sichtmann et al., 2019; Steenkamp et al., 2003, 1).

Global brand business has plenty of reasons, challenges, and opportunities for the whole global brand localization leadership and management process at the local level. One significant force driving the necessity of this overview is that the 21st century has brought plenty of different kinds of challenges for marketers with brands, and that is the reason why global brands pose great challenges and opportunities at the same time (Dalwadi 2013, 18).

Global brand risks and challenges depend on the relative strength of globalization. Social and environmental pressures can have a serious impact on the whole process, and also the degree to which the company has internationally transferable assets and the economic situation of the company figures out whether to go for a global brand or not (Dalwadi 2013, 24). If globalization pressures are strong, global brand localization leading and managing processes at the local level need more power (Dalwadi 2013, 19).

3.1 Global Business Is Moving Forward from Standardization to Localization

Localization is a kind of trend, and we need to provide an overview of the transition companies have undergone — from standardization to glocalization. Glocalization is defined as the approach where companies “think globally, act locally,”

combining global branding with locally tailored elements to meet the needs of specific markets (Dumitrescu and Vinerean 2010, 147). Nowadays, global business offers plenty of examples of it, especially cultures, national, and language differences forcing localization.

However, local differences — economic, political, social, and cultural — significantly influence marketing success, making localization essential (Dumitrescu 2010, 148). Thus, localization could be one of the workable choices and opportunities. Standardized marketing may be effective on a strategic level but often fails in practical or tactical execution. Therefore, global companies need more robust localization processes. Marketing tends to perform better when it is localized. In response to this challenge, various frameworks have been developed to help companies decide the proper degree of product and communication standardization, localization, or a mix of both (Dumitrescu 2010, 148).

The glocal strategy standardizes certain core elements while adapting others to local needs. It is a compromise between the global and the local (Dumitrescu 2010, 150). While it does not provide a precise definition of localization, it outlines the factors it involves: differences in consumer preferences and income levels across countries, local demand considerations, localism, quality and values, brand recognition, and competition from both local and international brands.

Localization is described as offering a global product or brand while considering local characteristics and needs. It involves leveraging global experience and brand identity while tailoring offerings to local tastes — running on a global scale but within local market niches. It stands for a fusion of globalism and localism, the integration of quality and quantity, and high brand recognition. A glocal product is better positioned to compete with both local and international players because it meets local needs while receiving support from the cost efficiencies of a global firm (Dumitrescu 2010, 51).

3.2 Global Brand Power

Global brands have exerted their power and greater influence within various areas, for example global and local economic, cultural, and psychological domains, and

that is the reason why the global brand localization leading and managing processes at the local level must also elevate this dimension at the local level (Özsomer, Batra, Chattopadhyay, Amitava 2012, 1). Global brands have taken on a larger role in the whole brand process, and the role is huge nowadays, because digitalization and new channels are creating more capabilities to contact customers and engage with the whole context in real time.

All these factors also increase the need to gain further insights into how the localization process should be conducted and how the power of a global brand influences the entire process. These factors make global brands attractive from both demand and supply perspectives (Özsomer 2012, 2). GBM (Global Brand Management) is the outcome of the continuing evolution, integration, and interaction of world markets (Özsomer 2012, 2).

So, brand leaders and managers are facing a situation that includes both new possibilities and challenges. Global brand localization, leading and managing processes at the local level, absolutely need more understanding and support in a competitive business environment, because global brands own more power and they influence the minds of consumers (Tuominen, 1999). Consumers know more about what to expect, which significantly helps the decision-making process in the whole localization process and minimizes all kinds of risks and challenges (Rudzewicz 2021, 456).

3.3 Global brand definition

Global brands offer significant influence, and standardization is one way to make sure that global brands can influence in the right way at the local level. In this localization process, it must be remembered that some global brands are more global than others with respect to differing levels of achieved standardization. Global brands have many tasks and accountabilities, and these brands achieve statuses that differ from each other; global brand personality, awareness, positioning, potential, availability, acceptance, and desirability provide influence from the global to the local level (Özsomer 2012, 2).

A global brand strategy means that you need to standardize the customer offering, brand identity, and narrative, which requires finding what is common to your

audience and acting based on those insights (Neugut 2024). Global branding refers to managing the brand across different regions with the aim of strengthening its position and recognition in the markets. A global brand transcends geographical boundaries and resonates with customers from diverse cultures and backgrounds (Swagath 2023, 2041).

Global brands are defined based on how consumers perceive the brand as global and marketed not only locally but also in other consumer markets, and this definition suggests that the perceived multi-market presence and recognition of the brand increase. So does the experience of the brand's global nature (Steenkamp et al., 2003; Özsomer 2012, 1). A global brand strategy means that you need to standardize the customer offering, brand identity, and narrative, which requires identifying what is common to your audience and acting based on those insights (Neugut 2024). Global branding refers to managing the brand across different regions with the aim of strengthening its position and recognition in the markets (Swagath 2023, 2041).

4 DIGITALIZATION

Digitalization is one of the main reasons why we need more capabilities for the localization process, and it offers more technological opportunities, skills, and capabilities for working at the local level with global brands. Over the past 30 years, digital brand marketing and the use of technology have developed significantly. Adaptation has been crucial — brand building, targeted marketing, and strategies have changed with the opportunities offered by the internet (Nadube 2018, 1).

“The field of marketing has changed more than any other industry due to digitalization, and this is also reflected in the localization process.” (Denga, Vajjhala, Asortse 2023, 174) Branding has changed tremendously with digital platforms. Twenty-five years ago, branding was straightforward: creating a retail experience, TV commercials, newspaper ads, and listings in phone books were enough (Denga 2023, 174).

So, the knowledge base has changed, and control over information has moved from manufacturers to consumers' hands, and digital channels are more useful to use because of that (Mohammed, Nuseir, Ghaleb, Ahmad, Urabi, and Barween 2024, 22). Digitalization offers opportunities for business, for example better connections, communication, and different kinds of support to gain more knowledge of customers' experiences and needs in real time. Marketing and sales management and leadership are getting easier. Thus, digital templates, platforms, and media offer excellent support for business.

4.1 Digital Economy

Digital economy is one of the main elements for global brand localization leading and managing processes at the local level. Digitalization is a huge influencer in this process and includes plenty of opportunities, and building a digital economy is a long-term process — “it is a marathon, not a sprint” (Nagy 2020, 14). Digital economy supports business significantly. Digital economy connects people by using different kinds of devices, data, and strategies in business. It is a driver for all digital technologies.

Digital economy includes a lot of elements, and Sitra's main effects — megatrends, weak signals, foresight reviews / foresight reports, operating environment reviews, environmental scans, population forecasts / demographic projections, education / training (SITRA 2025) — could be useful to use for the whole thesis aim and process planning, because these could offer new insights into where the most potential lies to take full advantage of the digital economy. Global digital economy is a major influencer and leader of global business, and it has extremely high economic and social potential. That is the reason why we have to start using it in every company at every level of global business.

It is necessary to use because the digital economy is built on digital technologies, devices, templates, strategies, processes, business models, competitiveness programs, services, and products, and the global digital economy will hold about 70% of the total worldwide economic value and business strategies. Global digital economy benefits are clear: better strategies for innovation, competitiveness, long-term value, cost-effectiveness, and efficiency. Also, the localization, management, and local-level process management of a global brand must take care of design thinking in the development of the business model and implementation methods (Blaschke 2017, 35). So, the digital economy is a huge aim to handle, but it is so important that the localization process takes care of these aspects.

4.2 Digital Business Is Huge Influencer

Digitization has grown and it has extremely high potential for global brands and for the whole localization process at the local level in the future, and all of these innovations could lead to new strategies for the digital economy and, of course, also for digital business. Brand leadership management, connection, and cooperation between companies, customers, global brands, and employees together could be one of the best ways of working at the local level by using digital transformation (Kiel et al., 2016 referring to Kagermann et al., 2013) (Rachinger 2018, 2).

Digitalization presents challenges quite similar to globalization; it includes both challenges and opportunities at the same time. Global localization leading and managing processes at the local level must take care of new ways of progressing strategies and keep digital diversity in mind. Every digital interaction occurs within a specific context, and understanding this context is critical in global business environments (Okonkwo, Mujinga, Namkoisse Francisco 2023, 67).

Digitalization is a major influencer, and the G20 countries focus on digital leadership capabilities, and they are leaders in global digitization. They have adopted digital technology widely and have created new opportunities and innovations for global companies and brands many times by maintaining consistency between digital knowledge, readiness, innovation, competitiveness, and processes for digital management in business. (Cahyadi & Magda, 2021, 13)

“G20 countries have been the main drivers of modern global economic growth and they depended on the competitive economy to determine economic growth” (Cahyadi & Magda, 2021, 13). G20 countries have realized the global mission and sustainability, for example for global brand goals, accountabilities, responsibilities, and tasks, so that is the reason why it is important to understand brand localization process influencers and their connection with the global digital economy and its leaders, like the G20 countries, which could support leadership in brand digital processing (Cahyadi 2021, 13).

4.3 Digital Business Has A Very High Potential

Finnish research shows that Finnish consumers use social media over 70%, and as a result, 56% of people think it is especially important and useful (Komulainen 2023, 10). One of the results is that Finnish people used internet shopping sites about 88% in 2022. In addition to the availability of information, the significance of customer experience becomes central, as over half of Finns have inquired about something with a company or authority through social media channels in the past two years (Komulainen 2023, 29).

So, digital channels are an incredibly huge opportunity for business and especially for localization processes with global brands. Digitalization is progressing

so fast that it must be adopted as soon as possible (Komulainen 2023, 10). Therefore, highlighting digitalization in customer-oriented product launches is crucial to examine, as its potential benefits are hugely significant, enabling more efficient collection of customer experiences and enhancing customer-oriented strategies both for customers and internally for staff (Saarijärvi and Puustinen 2024, 27).

Digitalization has greatly transformed various interactions between customers and companies. Digitalization has diversified and become more complex, and through it, we are connected through thousands of touchpoints via interactions with different organizations (Saarijärvi and Puustinen 2024, 27), which is why it is a highly significant factor in connections, where customer-oriented activities can also be utilized at every point of contact (Saarijärvi and Puustinen 2024, 27).

This digitalization process delivers opportunities for success using both face-to-face and digital channels. Multichannel working must be part of daily brand management processes at the local level. Therefore, global brand managers and leaders must concentrate on and follow the impactful knowledge that digitalization brings and find real opportunities at the local level. Digitalization is raising customer expectations—customers are at the center—and companies must prioritize customer needs and offer better solutions for brand marketing. Digitalization drives corporate strategy, and companies unable to change their management may lose their standing in the digital markets (Denga 2023, 172).

5 LOCALIZATION NEEDS

So, globalization is forcing localization leadership and management processes to evolve—creating new ways of working. Local-level operations require best practices, protocols, and strategies to carry them out effectively. It is a high-potential process to understand and apply for success (Rudzewicz, 466). However, expanding globally is sometimes the only way to sustain success, especially if the product serves a niche market. When the local market becomes saturated, companies can tap into opportunities across the world. That is why brand localization is key to growth and prosperity in today's dynamic ecosystem (Lvovych, 2025).

Localization includes multiple interrelated components that must be considered when managing and leading the localization process of global brands in international business contexts. Localization and global marketing have emerged as crucial strategies for introducing products into local markets (Okonkwo 2023, 66). The management of global brand localization is evolving alongside global business itself, driven by advancements in technology and digitalization, which both shape and are shaped by globalization.

5.1 Laws And Regulations

Global brand localization leading and managing processes at the local level have to follow all instructions—not only laws and regulations, but also company policies and local-level context guidelines—so global brand leaders at the local level have to take care of these guidelines. However, cultural understanding alone is insufficient. One of the most critical considerations in global brand localization leading and management processes at the local level is compliance with legal and regulatory frameworks. Global marketing entails operating in diverse legal environments across different countries and regions, each with its own laws, standards, and codes of conduct. Managing these elements is vital for ensuring regulatory compliance and avoiding legal complications (Okonkwo 2023, 76).

Before starting content adaptation, comprehensive research into the target culture is essential. Key considerations include legal analysis, forming local partnerships, developing tailored strategies, and implementing ongoing monitoring. This

includes understanding advertising regulations, industry-specific standards, and consumer protection laws for each target market. Data privacy and content restrictions are particularly significant in sectors such as healthcare, finance, and alcohol (Okonkwo 2023, 76).

Some sectors are more sensitive because their impact on people's safety, trust, and well-being is greater, and all sectors have different kinds of accountabilities and responsibilities in global business. When collecting and transferring customer data across borders, businesses must follow the data protection laws of each district. For example, when marketing to European consumers, compliance with the General Data Protection Regulation (GDPR) is crucial (Okonkwo 2023, 76).

5.2 Localization Needs And Experiences

Global brand localization, management, and handling at the local level are essential for public perception because one of the leaders and influencers is the customer in the entire process. Customers are at the center of everything, especially in the localization process, because they are affected by many factors and are susceptible to signals from the environment. Therefore, a very comprehensive approach to localization processes that lead and manage processes at the local level is needed, so global brands can support companies in creating positive customer experiences and relationships with the product (Rudzewicz 2021, 455). Delivering value at every touchpoint, keeping customer needs at the center, leads the entire business, which is why it is important to take care of customer engagement and relationships in the global brand localization process.

Consumers around the world are eager to embrace global brands because they appreciate their global promise of delivering more value for themselves and the industry in which the global product matters (Davvetas, Sichtmann & Diamantopoulos, 2015; Steenkamp, Batra & Alden, 2003; Sichtmann 2019, 1). Global brands, on the other hand, need consumer trust and loyalty. Consumer loyalty is an important aspect that has not been sufficiently studied and requires in-depth analysis (Rudzewicz 2021, 455).

Loyalty involves more than what people think of a brand: it represents emotion and awareness (Rudzewicz 2021, 455). When consumers recognize that a company cares about their concerns, they are more likely to remain loyal to that company (Argondizzo 2025). Customer loyalty to global brands is one of the factors that influence what kind of strategies we need to build for global brand localization, process management, and leadership to provide strong outcomes (Rudzewicz 2021, 457).

This kind of global positioning is a very cost-effective way to operate and nurture better product experiences for customers. When large potential consumer segments around the world develop similar needs, tastes, and desires through the continuous development, integration, and interaction of global markets, it gives the global brand great opportunities at the strategic level (Özsomer 2012, 1). When there is a global experience of positive customer interactions across channels and customers have already experienced valuable benefits from the product, global brand localization is facilitated by combining cultural consistency with local culture, such as store design, product development, and brand and consumer culture identity, to strengthen loyalty (Chang 2024, 13).

At the heart of global brand localization are people—consumers. Customers are the driving force behind the entire process. Building and supporting strong relationships with them is crucial, as they determine the survival and growth of businesses (Rudzewicz 2021, 455). As highlighted earlier, customer engagement and loyalty are vital. Both emotional and behavioral loyalty promote long-term growth (Rudzewicz 2021, 455–456).

When customers see that a brand respects their cultural context and needs, they are more likely to trust it and stay loyal to it (Lvovych 2025). The process begins with building trust through authentic and locally adapted communication. Customers' beliefs about global brands are often associated with higher value and symbolic benefits (Sichtmann et al., 2019; Steenkamp et al., 2003). As global markets integrate, brands must incorporate local culture into product development, storytelling, and customer experience to strengthen consumer identity and brand loyalty.

alty (Chang 2024, 138). Global brand localization strategies should focus on creating value for customers while maintaining strong relationships based on trust (Rudzewicz 2021, 457).

5.3 Culture

Culture is one of the key components of the localization process. It defines complex boundaries for brand marketing and cross-cultural communication when localizing global brands, especially at the local level (Sichtmann 2019, 1). Aligning content with local values, interests, and sensitivities ensures marketing resonates with diverse audiences (Okonkwo 2023, 77).

Cultural nuances—such as traditions, customs, and behavior patterns—must be understood and respected. Companies need strategies and communication protocols that respect cultural differences. As noted earlier, global brands exert significant pressure on local competitors (Özsomer 2012, 1). To succeed, global brand leaders must understand local cultural characteristics—such as national traits, thinking patterns, and behaviors—and collaborate with local experts.

Understanding cultural norms, holidays, and societal discourse is crucial for content relevance and engagement (Okonkwo 2023, 68, 72, 77). Active participation in local discussions enhances brand visibility and trust. Managing global brand localization includes typical challenges, such as cultural clashes. For example, Chinese consumers use different platforms, and regulations on product claims vary by country. These differences can lead to inconsistent brand experiences across markets (Bournias 2024).

5.4 Language

Language is not just about translation—it is a fundamental part of culture and a core component of localization (Okonkwo 2023, 66–67). Effective localization requires considering idioms, slang, dialects, and tone (Okonkwo 2023, 69). Perfect examples are global brands such as McDonald's: "I'm Lovin' It" and L'Oréal: "Because You're Worth It." Everybody knows these slogans, but the challenge is how to use them at the local level so that customers gain the most useful value from

the brands. The most professional business approach is to understand how to use a brand's own language effectively at the local level. As discussed previously, localization goes beyond simple language translation. It requires adapting content so the brand feels genuinely local (Bournias 2024).

In today's global market, consumers expect to interact with brands in their native language. Studies show that 56.2% of consumers consider access to information in their own language more important than price (The Global Marketer, 2022). Respecting the local language signals respect for culture and builds trust. According to Argondizzo (2025), 72% of global consumers are more likely to make a purchase when information is presented in their own language. However, maintaining a consistent brand voice across languages is challenging. Literal translations may lose impact or feel unnatural. Digital campaigns must be tailored to resonate with multilingual audiences (Okonkwo 2023, 72).

As noted earlier, localization also drives performance: localized websites can increase search traffic by 47%, site visits by 70%, and conversions by 20% (Verbit 2022). In practice, marketing materials—including packaging, logos, and messaging—must reflect both the brand identity and local cultural preferences (Dalwadi 2013, 19). A successful brand maintains global consistency while adapting to local needs.

6 THEORIES AND MODELS FOR GLOBAL BRAND LOCALIZATION LEADING AND MANAGING PROCESSING AT THE LOCAL LEVEL

We have various kinds of strategies, frameworks, theories and protocols for global brand localization, leading and managing processing at the local level which could offer plenty of support for the whole localization processing. The whole global brand localization leading and management processing need overviews for background of it because this aim includes a lot of information and different kinds of skills. This thesis gives overviews for global brand localization leading and managing processing at the local level theoretical insights for four different strategies to use with global brand at the local level. Theories and models are P5s and customer experience strategy with customer orientation strategy.

6.1 5 Ps

The theoretical framework is the 5 Ps of marketing, as it has been discussed often in both academic and practical contexts during my MBA studies. This framework offers a clear structure that can also be practically applied in managing the localization process. This effective framework allows for the strategic management of all phases of marketing and lays the foundation for success. Through the 5 P's, it is possible to maximize and operationalize high performance. The five Ps of marketing (Product, Price, Place, Promotion, People) remain a classic yet relevant framework. Although the principles have been around for decades, their implementation has changed radically in the digital age. This model offers a comprehensive plan for delivering a product to the market and making it accessible to the customer, taking into account all factors influencing customer management, beliefs, behaviors, and purchase decisions. (Levesque 2025)

The 5 Ps of marketing is an excellent framework because it at once provides a comprehensive understanding of what must be considered in the localization process. It includes Product, Price, Promotion, Place, and People—these are the core areas of marketing that support the management of the localization process. These five variables, also known as the marketing mix, can be adjusted by management to respond to local-level needs. (CFIteam, 2025)

Product refers to the goods and services offered by the business. Product decisions include all product features: use, function, content, packaging, appearance, warranties, quality, and measurable benefits. Customers must understand the product's features, benefits, and advantages. When designing a product, customer needs and wishes must be considered. (CFIteam, 2025; Levesque 2025) This also includes brand experience, value propositions, added-value services, user guides, training materials, integrations, and partner services. (Levesque 2025)

Price refers to the pricing strategy and its impact on customers. Pricing involves more than just the selling price, it includes discounts, payment terms, credit conditions, and price guarantees. (CFIteam, 2025) Pricing is both an art and a science. It encompasses pricing models such as subscription-based, one-time payments, and usage-based fees. Margins and costs must also be carefully considered. (Levesque 2025) Pricing should reflect the company's market position. For example, if a company markets itself as a provider of high-quality mechanical equipment, the price should reflect that premium image. Pricing affects the customer's feeling of value and brand. It can influence market positioning. Price strategies include bundled pricing, competitor benchmarking, psychological pricing, and more. Pricing is also a key tool for achieving market share. (Levesque 2025)

Promotion, the third element, includes the actions a company takes to make itself known to customers. This involves the entire integrated marketing strategy (Levesque 2025), including sponsorships, advertising, PR activities (press releases, interviews, media articles), and multichannel marketing. Paid advertising might include TV, radio, outdoor advertising, and digital campaigns (social media, search engines). Content marketing includes blogs, articles, webinars, and podcasts. (Levesque 2025) It also involves calculating cost-effectiveness and profitability. It is essential to understand the customer holistically—customer lifetime value must be assessed to determine whether advertising-driven customer acquisition is economically viable. (CFIteam, 2025)

Place, the fourth element, refers to where and how the product/service is made available to customers. This may include physical retail locations, e-commerce,

or third-party resellers. (CFIteam, 2025) It covers both physical and digital platforms. Physicals include retail outlets, shelf space, and stores. Digital includes websites, apps, marketplaces, and affiliates. Events such as trade fairs, pop-ups, and webinars can also be effective for distribution and brand building. (Levesque 2025) It's essential to ensure that customers can find the product easily—at the right time, place, and quantity. People, the fifth element, refers to the employees and all individuals standing for the company. This especially includes customer service. (CFIteam, 2025)

6.2 Customers Experience and Orientation Strategy

Customer experience has a very strong theoretical foundation and is based on decades of conceptual and empirical research on the phenomena between organizations and customers and the concepts that describe them. It connects previous research trends in the field of marketing, such as customer orientation, the customer's buying process, relationship marketing, service marketing, and brand marketing. This makes the customer experience very comprehensive and emphasizes the importance of defining it precisely (Saarijärvi and Puustinen 2024, 60).

One of the most important aspects in the management of a sales and marketing organization is to ensure that a positive customer experience is achieved (Saarijärvi and Puustinen 2024, 60), so that all the various goals and missions of the localization process can be fulfilled. Many companies have adopted customer experience management as a way of differentiation, but experience management in practice has only just begun to be studied (Arkadan, Macdonald & Wilson 2024, 1560), so it is of paramount importance in the localization process at the operational level.

There are several different stages in a customer experience strategy, and the most important step is to define a customer journey with different touchpoints, through which valuable customer experiences of the product are collected. Based on these experiences, information is obtained on whether the product and its operations have been able to create the promised value for the customer or within the operating environment in which the product has influence. These touchpoints

are therefore very important and serve as strategies for managing them. A customer-oriented strategy is used because it covers a very diverse range of customer experiences.

In addition to the customer-centric strategy, the customer experience strategy uses digital channels to collect customer experiences. Combining both strategies with the customer experience strategy is very natural, because in both strategies the customer is at the center, and digitalization represents new revolutions. Technology must already be utilized everywhere, and in addition, digitalization renews business environments, enabling new and better productivity and customer-centricity in organizations (Kurvinen & Seppä 2016, 22). Thus, both strategies are excellently suited as tools for this purpose.

The customer experience framework, in which customer orientation is used as a strategy, is a robust and concrete management tool, but it requires a clear view of the structure of the concept. The first unique aspect of the strategy is its temporal nature. In other words, the customer experience is built over time as the interaction between the customer and the organization progresses. This temporal nature is realized both in the construction of an individual customer experience and at the level of the customer relationship, which consists of a chain of different customer experiences. Another important aspect of the customer experience strategy is the significance of touchpoints. The customer experience is affected by various interaction situations between the organization and the customer, i.e., touchpoints, which are experienced subjectively. The third aspect is multidimensionality, where the customer experience is cognitive, emotional, social, and sensory (Saarijärvi and Puustinen 2024, 54).

The different dimensions of the customer experience are a key part of the customer experience strategy. The first dimension is the social dimension, where customers also influence the customer experience. The second dimension is the sensory dimension, which affects the buying and consumption environment and how products and services feel as customer knowledge; what the customer sees, smells, hears, or feels all affect the customer experience (Saarijärvi and Puustinen 2024, 79).

In addition, the customer experience strategy has four perspectives: the steering perspective, which defines the goals; the strategic choices perspective, which determines the means; the operational perspective, which determines the methods of implementation; and the customer perspective, which determines the consequences and expectations (Saarijärvi & Puustinen 2024, 51). All of these are very important elements to support customer experience management.

The management of a sales and marketing organization must also take into account the sub-concepts of customer experience when planning their operations. These sub-concepts include brand, consumer and shopping experience, customer service, price, use, delivery, and online and e-commerce experiences (Saarijärvi and Puustinen 2024, 65). Therefore, the management of a sales and marketing organization must consider the different stages of the customer experience and the sub-concepts that support the entire localization process as a whole.

6.3 Customer Orientation Strategy and Customer Journey

The customer experience strategy framework is built on several different sections and involves many different phases. The most important step is, of course, the collection of the right customer experiences, which is why this thesis utilizes both the customer-oriented strategy and digital channels in the customer experience strategy. These are used to collect different customer experiences, on the basis of which global brand localization leading and managing processes at the local level and this strategy are built.

Therefore, the entire localization process should be guided regularly and consistently throughout the product's life cycle, as it can ensure the right direction of the product localization process. Many factors must be taken into account, and its strategic and operational nature, as well as the different levels of its implementation, are very important. In addition, its design includes customer value and competitive means of choice and differentiation (Saarijärvi and Puustinen 2024, 260).

Customer orientation relates to behavioral norms and includes six values: journey motivation, continual experience optimization, experience empowerment, journey organization, experience mandating, and experience purpose alignment. All of these values are very useful to use in touchpoints (Arkadan 2024, 1560). Customer orientation strategy in the customer experience strategy is one of the most important factors of success, and it includes product quality, customer satisfaction, retention, value, and success at every level—from personal to technology and organizational. Nowadays, customer orientation is a guiding principle in business (Raab, Ajami, Gargeya & Goddard 2008, 13). This is the reason for using the customer orientation strategy in the customer experience strategy.

The customer experience is highly relevant because the cause of a good or bad experience is always an emotional reaction, which can last even longer (Saarijärvi and Puustinen 2024, 101). The effects of these reactions can be very large, either negative or positive. A customer-oriented approach is a very effective way to identify these important emotional reactions early in the product process. Particularly good customer experiences leave an emotional imprint, and these emotions are very powerful in influencing the end result, especially buying behavior (Saarijärvi and Puustinen 2024, 106).

First, it is important to map the entire customer journey and understand what happens when the customer uses a product or service and what their expectations are. A comprehensive examination of the customer journey provides excellent resources for managing the customer experience. The customer experience strategy includes several tools that utilize a customer-oriented approach, one of which is customer journey planning, defining the customer's journey with the service from start to finish (Komulainen 2023, 71).

The customer journey includes all the steps from the moment the customer first hears about the service to when the service has been delivered and the customer gives feedback. At each stage, it is important to ensure that the experience is smooth and value-producing (Komulainen 2023, 71). Mapping the customer journey is essential because it considers the customer's operations at different stages, the customer's goals, experiences, and touchpoints. At the same time,

the company must align its operations with company goals, KPIs, developments, and insights (Komulainen 2023, 72).

It is important to consciously shape the customer experience, noting that no two customer journeys are the same, and a customer interested in a product does not always proceed in a straight line, as people are not entirely rational (Komulainen 2023, 69). The customer journey and its touchpoints aim to increase multidimensionality. Customer orientation is considered throughout the customer journey, meaning the customer and their needs are carefully taken into account at every touchpoint (Saarijärvi and Puustinen 2024, 23).

The customer experience must be designed to create commitment and engagement, i.e., the Customer Service Path. The first stage of the customer experience review is the awakening of the need, and at this point, all different channels can be utilized, especially digital channels where potential customers may be present. The next stage is information search, i.e., creating trust. Here, a customer-oriented approach can be used by offering interactive service sites online or comparisons on campaign sites, allowing the customer to research and give direct feedback in a customer-oriented way. All of this builds trust in the functionality and ease of use of the product (Komulainen 2023, 68).

The third stage is the choice—the purchase transaction—and it must be customer-oriented in digital channels to ensure it is easy, open, and transparent for the customer on different devices. Customer experience is not just about buying or consuming a product or service; attention is extended to the entire customer journey, including pre-purchase, purchase, and post-purchase phases (Saarijärvi and Puustinen 2024, 54). The fourth stage is payment, i.e., enjoying the purchase, which means every purchase decision and payment transaction must work in such a way that the customer is satisfied with the entire service path to achieve the best customer experience (Komulainen 2023, 69).

6.4 Customer Experience Strategy Touchpoints

There are several different touchpoints that can be utilized in the customer journey, such as the company's own touchpoints, which the company can manage and design. It can also be implemented by a partner, which can be planned and

managed in cooperation with partner companies, and in addition, touchpoints implemented or owned by the customer, which the company or partners cannot control. In addition, social and external touchpoints, i.e. touchpoints that occur during the customer experience, include various feedback and recommendations (Saarijärvi & Puustinen 2024, 74), which should be utilized.

It is important to start by exploring customer journeys, customer experience, touchpoints, one by one, what the customer expects and what they want. First, select the easiest touchpoints, and then move on to collect data and combine information from all touchpoints digitally and customer-oriented, taking into account all different customers. In this case, give the customer space to find their own path and offer the opportunity to influence the formation of the service path, so a lot of understanding of the customer's behavior, channel and profile is needed (Komulainen 2023, 70), especially in these touchpoints, the use of digital channels is of paramount importance and should be taken into account, and fortunately, there are several different channels that can be used systematically.

The purpose is communality and the purpose of brand management is to build a brand that emphasizes the building of individuality, which again highlights the emphasis on individuality (Kotler 2011, 48), where a customer-oriented strategy is one of the easiest ways to get information about individual needs. In addition, the new kinds of touchpoints between companies and customers created by digitalization are an excellent opportunity to expand the collection of customer experiences in a customer-oriented way. (Saarijärvi and Puustinen 2024, 51)

6.5 Measuring Customer Experience

Measuring customer experience is one of the most important elements in business operations that aim for business continuity and profitability. Customer satisfaction, loyalty and recommendation are important to understand, i.e. which customer was a satisfied customer, whether they will do business in the future, what they say about the product about the company, and all these effects will have consequences that affect the growth of the company's business and increase profitability. (Saarijärvi and Puustinen 2024, 233)

global brand localization, leading and managing processing at the local level must be functional tools and indicators for measuring capital, which complement the shorter-term revenue and profit indicators that measure product recognition, customer loyalty, perceived quality, and associations. (Aaker 2000, 25) Customer behavior naturally affects the growth and profitability of the company, i.e. measuring the customer experience can be used or it requires three levels of measurement and measuring its effects, the consequences of the customer experience on growth and profitability. (Saarijärvi and Puustinen 2024, 233) Various indicators can be used to measure the customer experience, such as responsiveness indicators, the power experienced by the customer, the emotions experienced by the customer, the quality of service, and the success of different service channels, (Saarijärvi and Puustinen 2024, 234-235)

7 CASE STUDY RESEARCH DEFINITION BENEFITS, AND ADDED VALUE

Case study research is a widely recognized qualitative method that explores real-world phenomena in their natural context. Yin (2018, 15) defines it as an empirical inquiry that investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clear. Merriam (1998, 27) similarly describes a case study as a detailed description and analysis of a bounded system, while Creswell (2013, 97) highlights its qualitative nature, contextual focus, and reliance on multiple data sources such as observations, interviews, and documents. These definitions emphasize the strength of case study research in capturing complexity and offering a holistic understanding of the case.

One of the most significant advantages of case study research is its ability to produce rich and practical insights. Gerring (2004, 342) stresses that the intensive study of a single case can shed light on a larger set of cases, while Flyvbjerg (2006, 219) shows how case studies can correct common misunderstandings and provide valuable insights into real-world, practical problems. Stake (1995, 11–12) further distinguishes between intrinsic case studies, which focus on unique cases for their own sake, and instrumental case studies, which use a particular case to generate insights into broader issues or theories. Together, these perspectives demonstrate the flexibility and value of the method in both theory-building and practical applications.

A central characteristic of case study research is the use of multiple sources of evidence. Yin (2018, 15) notes that combining interviews, observations, and documents strengthens the depth and reliability of the analysis. Interviews with experienced individuals are particularly valuable because they provide first-hand knowledge, reveal hidden aspects of the phenomenon, and bring perspectives that enrich the overall interpretation. This ensures that the study reflects not only theoretical insights but also the lived experiences of those directly involved.

The added value of case study research lies in its ability to bridge theory and practice. By offering detailed, context-specific knowledge, case studies help explain complex phenomena while also producing lessons that can be applied to

similar cases elsewhere. In this way, case study research functions as both a rigorous academic tool and a practical method for problem-solving in real-world contexts.

7.1 Reliability And Validity Evaluation

Reliability and validity address ethical consideration present the initial developmental activities proposals and models developed during the research process include initial empirical results and conclusions with special attention given to the dialogue between the research results and the exiting body of knowledge. This thesis study method fit extremely perfect for this thesis, because purpose is to get more insights and answers from persons who has worked with global brands and own really high experiences for global brand localization leading ang managing processes at the local level and those skills are a very validity for this thesis interviews.

This thesis will follow ethical research guidelines, including ensuring confidentiality for interviewees, obtaining informed consent, and accurately being data. The research will respect company policies on confidentiality and proprietary information. To ensure reliability, the research will adopt a systematic approach to data collection and analysis, ensuring consistency across interviews. The validity of the findings will be supported by triangulating data from interviews, case studies, and literature.

8 FINDINGS

This thesis has 12 questions, and all those questions and answers gave a lot of information for global brand localization leading and managing processing at the local level. People who gave those interviews own a remarkably high experiences for working with global products or brands at the global companies in Finland and Nordic local level. They have work experiences, over than 60 years, together.

They have work experiences for different kinds of titles; manager, leaders, CEO etc. So, the interviews were extremely prominent; we had excellent conversations and communication was great. All those interviews gave more than I suppose because They had a perfect insights and overviews for this thesis aim. They understood what real-life resources, challenges and opportunities are collaborating with global companies and brands at a Nordic level.

8.1 Case Study Questions 1-3

First question; What are the main influences for work the global company, when you have to localize brand for own country? All answers were a like similar; they know that at first, they have to follow laws and regulations at the local level, and of They have to take care of company's policies and national guidelines. One of person said that "first thing is that you must know your local markets and one interviewee said that substance and context "regulations are like a bible" and it gives straight direction and frameworks what could do with brand.

The Third interviewee said the main influencer is a line manager, who is the main support for both; positive and negative things and of course own brand team's brand managers, which are important workmates for daily works. All those answers are quite the same as what theories and frameworks are when working with localization processing. Theories and backgrounds for thesis aim gave more influences than what interviewees mentions and reasons could be that laws and regulations are so big influences which take a place for the whole global brand localization leading and managing processing at the local level.

What are the main goals for working with global brand's localization? One of the interviewees mentioned that the first goals are to get perfect materials that your

own goals could achieve and get relevant localization processing at the local level. The Second interviewee said that the first thing is to know your own local markets, and it includes much information, for example, competitors' knowledge and resources which are in use. The third interviewee said that the main goal is to get more sales and reach all other goals too.

She mentions many times that it is not only the sales rising, but you must give more to customers, you must raise customers' value and know what customers really need and what things value for customers are. You must know your customers own goals, and what They really need and must get same understanding for both needs, goals and what are values for customers, you must remind cost effectiveness. So, it was remarkably interesting that all of interviewees said truly relevant information but still all said various kinds of things; Perfect material, have to know local market and competitors and reach right sales numbers.

What kind of support do you need the most to work for global brands in the localization project? The first interviewee said that sales and marketing teams was the main support and that leadership from up to down is the main support and They also must have the clear goals for processing. He said too that customers knowledge is so important because They know more for markets and therapeutic areas.

They have bigger understanding of what are theirs need and how to develop the whole brand's markets and could raise brand's opportunities. The Second interviewee said that" It's not rocket science. Everything working well – usually all contracts are forming level, and you use that knowledge in marketing, sales data, and your own experience as the foundation. The Third interviewee said that the main thing is that you have to have all basic elements; tools and material clear and okay sometimes She need conversation helps from line manager and all have to have a very clear understanding for organization's polices, strategies and goals what are the main responsibilities and accountabilities for working

8.2 Case Study Questions 4-6

What are the main protocols, framework, policies, guidelines in your company to localize the brand in the market from the global, EMEA, Nordic level to local level

– who is the main leader – support? One of the interviewees raised up that if we had a small country, then the localization leading and managing processing at the local level is different and we must do more without specific support from global level. We have done more by self. Big countries could get more ready materials for working with global brands. “They have own business responsibilities”

The first interviewee said that have to be a perfect communication contacts and have to know what happen in the field with customers, so He said that almost the most important thing is to contact sales team member and customer excellent team regularly and often, if working as a leader. We must understand if we have a specific protocol, what to use. Companies do the brand’s main messages to the bigger countries and the smaller ones must localize these main messages and often it must change.

The Second interviewee said that The first thing is global brand guidelines, national local level regulations, laws, for example if you working in the medical industry then you have to take care of Fimea and Pharma Industry Finland, (PIF) Code of Ethics, guidelines with give a strict direction and limits for working with global brands, of course some of the main managers and influencers and their cooperation’s in the different kind of level give some frameworks for whole processing. The Third said the same thing than The Second interviewee. So, it’s quite clear that laws, policies and all of other regulation are the main influencer for whole processing and it’s quite understandable.

The Second interviewee gave a exact practical level information how to manage the whole global brand localization leading and managing processing at the local level. At first, they try to get face-to-face meetings with customers, where they resolve what the customer’s needs, challenges, problems and own goals and what kind of management support they really need. What are the main challenges they want to resolve in their organization? This same interviewee said that global brand localization leading and managing processing at the local level is not a specific protocol, what to use, so context and substance give the frames what

could do with brand. They organize some kind of meeting with customers and brand features.

The Third said the same thing than The Second interviewee. So, it's quite clear that laws, policies and all other regulations are the main influencer for whole processing and it's quite understandable. So, it's quite clear that laws, policies and all other regulation are the main influencer for whole processing and it's quite understandable, but still I have supposed that They could have more specific protocols how to work. I waited for some more frameworks which could be helpful for daily work.

How important are the digital channels for working with global brand localization? The first interviewee said that Digitalization is highly important and it's growing all the time but it must understand the whole digitalization process that communication could go to the right way. The same advertising is not fit all, have to understand when, what kind of and who, because digital channels are passive channels and we can't know what the customers think in real time. How to use digital channels so that the right customers can get the right messages at the right time that we don't offer too much pressure.

Frequency can't only be measured and in the future AI and other technologies could offer much more opportunities and digitalization's potential is high. We must understand if we have a specific protocol, what to use. Companies do the brand's main messages to the bigger countries and the smaller ones must localize this main message and often it must change.

The Second interviewee said that face to face meetings with customers are more useful than others and, but it depends on customer need and usually have to use different kind of channels omni channels offer much but if you want only the digital channel in usually it's not enough. Customers are in focus. Digital channels work quite well if brands are old and could use digital channels for remind messages then the advertising is quite cost effective. Company's use very much for digital channels but usually it's only straight email messages to the customers and it is not working so good way, and the email message open % is not so high and message includes usually basic brand features not e. isn't other digital channels could offer more opportunities and digital channels

The third interviewee said that Digital channels are important, but she mention when working with customers and region is whole Finland and when key account manager is starting to meet customers first time is really important to see customers face to face but after that is very useful to use digital channels. It's quite cost effective, working for hybrid, it's the best way, digital channels by a alone is not enough, emails, teams, events for using multichannel.

The answers were quite the same, but it was nice to understand that digital channels potential have found but still we have to develop much more in how to get more benefits for it. Could you do your 's one decision making for the entire process – how much you want to do your own decisions? The first interviewee said; everything, what you do at the local level requires permission for compliance and supervisor from Nordic to the local level.

The Second interviewee said that They could do own decisions and works and customers have a full decision-making opportunity too, so at first, they must do suggestions for customers, and They decide what to do. The Third interviewee said that is working in Finland and the organization is so small and Her line manager working in Denmark and She could say straight to line manger if something is not working in Finland – Sometimes She had opportunity to do own and different strategy than what organization leaders have presented. Own decision making at the local level depends quite much on what kind of strategies companies have given, but it was remarkably interesting and perfect that all could make own decision making at the local level.

8.3 Case Study Questions 7-12

What are the main challenges, goals and risks? The first interviewee said that resources and regulations sites could be in the first line if we think about challenges, goals, and risks which could influence the whole localization process. The bigger countries get creativity, and They could use more evidence independent for local laws. Sometimes He has understood that about 90% have to take off from global campaigns and global brand localization leading and managing processing at the local level have to build new campaign at the new way, for example Finnish market we don't use patient cases for marketing for customers.

This same interviewee said that same thing that enthusiasm could lose easier than other industry because of the medical industry's regulations and compliances give plenty of limits to do innovation staff at the local level. The box thinkings, outside the box, inside the box and how big jumps could do is so clever to understand how to know all of opportunities at local level. Sometimes ambition is so slow and sometimes unfear because sometimes company leaders waiting that the massive global campaigns to offer the best solutions at the local level although true is something else.

The Second interviewee said that They need more understanding, skills, enthusiasms and passions from They own brand team. The medical industry's laws, rules, policies give so big frames and limits to do own decisions and advertisings that They usually want to use They own global materials without new strategies, styles at the local level and They aren't so proactive and lazy actions is want could see at the local level. One of the biggest challenges is that companies' private internal processes take so much time and the own passion and willingness to do own campaigns and projects and own creativity could sufferings. Typical ways to do every campaign at the same style brand's Advantages and disadvantages showed for customers. If you have some kind of problem, what you can do –

If something isn't working, it has to build again alone and we have to do a new strategy and wait for some kind of business models or frameworks from leaders and co operations are necessary especially big countries could get benefits for it, which could have to build. The main thing is to collect all reasons, which could be reasons for problems and must make definition for what real problems are and where they are. The Second thing is to break the problem down into smaller parts and the third phase is to start to problem solving.

What are the main notes of the complete process? The first interviewee said that laws set a limit. They have to raise customer's for focus and remember Customer-oriented, multi- and omni channels working styles and of the budgets and resources influence for all. The second interviewee worked on and doing campaign strategies for 50 different brands or products which a local level staff.

Global brands must go global strategies and after that there are possibilities to change and build a new meaning which resonates at the local level. Global brand localization leading and managing processing at the local level managers have to understand what kind of landscape you are navigating and managers have to take care that you have a space for working with brand and the quality image have to be high. The Third one said that the region planning is the first thing what have to be clear, customers value, regions, potentials, market research.

What kind of innovations are you waiting for this process in the future? The first one said that; Customer's insights, experiences must put more for focus and understand what to do, we don't have one of the main things which could be in a focus. New innovations could affect diverse ways and omnichannel is becoming more useful. managers must follow own academy and adaptation if necessary. The Second one said, Data analytics, AI, Usability, measures customers satisfactions feedback from markets could be raise the stage. How much co-operation skills, we need for places where brands are.

Do you have those suggestions or ideas? Paying more attention to the customer and their needs could be problematic in a big market. Managers must do a lot of new things at the local level and the customer oriented, digitalization, know your customers, main messages customers' experiences, multichannel are necessary.

9 SUMMARY OF THE CASE STUDY AND THEORIES

This thesis method: Case study worked in an exceptionally effective way, and interviews were a perfect way to obtain additional information for the thesis aim. Interviews provided much more knowledge and insights on how to work with global brands at the local level. The theory part provided a lot, but I still believe that interviews were much more useful for gathering information, for example for creating the small guidebook for global brand localization management and leadership processes at the local level.

The interviews offered high insight for this thesis aim because the interviewees had extensive overviews, experience, and titles. They have experience working with global brands at the local level for many years—over 70 years collectively—and they have worked with one hundred brands. They have held many titles and roles, from sales representatives to CEOs in the medical industry, so they have excellent potential to understand what global brand localization management and leadership processes are at the local level and how to develop them or what to take care of throughout the entire process.

The main outcome of the interviews was that when working with global brands, everyone must follow strategies from the global or EMEA level, but the main influencers are still local laws, guidelines, cultures, and customer needs. At the same time, companies must follow their own goals and strategies, adapt to the local context, and raise value for customers, other stakeholders, communities, and societies. Global brands' responsibilities are extremely high, and localization management and leadership processes are immensely complex, existing simultaneously with multidimensional and layered elements. Therefore, conducting this thesis was professional, as it offers more capabilities and skills for working with global brands and especially understanding the whole picture.

The theory part was interesting because it provided many insights into the global business situation, and it was challenging to choose which frameworks and models are the most useful for offering multifaceted possibilities for global brand processes. All the thesis frameworks, models, and research provide perspectives

from global natural principles, globalization, sustainability, economics, and digitalization to the local situation.

All local needs, goals, laws, cultures, and regulations, combined with company policies, local guidelines, and customers' needs, create such a vast knowledge base, commitments, responsibilities, and layers that the guidebook was essential to support the entire process. It is also a large process to manage because global brand localization management and leadership processes at the global level must ensure that everyone involved—especially customers, influencers, and stakeholders—receives added value and better customer experiences at all times.

One of the main aims was that managers responsible for managing and leading the processes must possess extensive skills to understand that a global brand requires perfect treatment. For example, global messages and features must work seamlessly worldwide while maintaining a clear and engaging brand message at both the global and local levels. Global brands have their own responsibilities, and the main goal is to increase customer, context, and substance value.

All management and leadership skills must ensure cost-effectiveness and fit at all levels, from global to local. People are always the focus in global business, so everything—behaviors, communications, and influences—must be sustainable and economical. Therefore, global brand management and leadership skills must combine both leadership and customer service to deliver correct results, trust, and respect for all.

9.1 The First Thesis Question

This thesis gave answers to four thesis questions; the first question was what are the best practices strategies for global brand localization leading and managing processes at the local level? This thesis gave answers that global business and global brand processes own a plenty of theories, models and frameworks and these questions gave answers that global brand managers and leaders have to know and understand much more than couple of theories, strategies or protocols.

The main skills are to know different kinds of models and strategies for working with global brand and brand managers and leaders have to have skills to modify and innovate those theories in practice too and remember context's, substance's, people's needs and goals which lead the whole localization processes and that is the reason why we haven't always the best solutions in use. All global business and global brand's localization theories and frameworks support for making strategies or doing it. Extensive understanding of theories and other protocols and strategies increases the likelihood of successful outcomes.

One of the main findings was that customers are always in the main focus; customer's needs, experiences, orientation and digital, multi- and omnichannel working skills is the main strategies for every global brand localization leading and managing processes at the local level. It was so clear for both sides, theories and interviews gave the same answers and results. All of the theories which are presented in this thesis fit extremely good for in practice when working with global brand at the local level and those models could modify for nowadays needs, customers experiences and orientation strategies working for all of those theories.

The interviewees' knowledge of different kinds of theories and strategies were so much more than I could understand before. They really understand the nowadays' needs and practical best practices but it was interesting that those theories which formed the knowledge base in this thesis – interviewees didn't use those strategies, but they use combination of omnichannel and customer value, experiences strategies, but it was clear that all of those theories could use together at the same time, because customers' experiences, orientation are the main focus in every global brand and all of theories could support for customer's needs and goals. The first question gave answers and it support to understand that the best practice is to know the global brand's context, features, customers and fix different kind of theories and strategies for localization leading and managing processing.

9.2 The Second Thesis Question

The second thesis question was: what are the challenges and objections for global brand localization in leading and managing processes at the local level?

The main finding is that when working with global brands at the local level, there are plenty of challenges. The theories presented many challenges, and the main challenge is that global business requires change management because globalization, digitalization, and people's needs drive it. The interviewees confirmed the same: change management is a habit of working. New strategies and digitalization are both great opportunities and challenges at the same time. Globalization, digitalization, and people's needs force changes because global business requires faster solutions for people, companies, brands, and customers to achieve their goals.

The answers and results for this second question are clear. Global brand localization leading and managing processes at the local level have their own challenges and objections, but these can also represent huge opportunities. The key learning is that it is not about how many or what kind of challenges exist in global business; it is about how to handle those problems and what research, skills, and capabilities you can apply. Therefore, global brand localization leading and managing processes is highly responsible work, and applying the thesis theories and knowledge base provides excellent support for working with global brands.

Interviews provided knowledge that leaders and managers need extensive working experience, which offers much more support for handling problems. They have many strategies to use, including faster innovation, the newest strategies, technologies, digital opportunities, and leadership and management skills, which are the main supports to overcome all challenges. Additionally, localization processes differ worldwide, and local laws, costs, rules, and regulatory guidelines are key focuses, which can create additional challenges if regulations vary between countries.

9.3 The Third Thesis Question

The third thesis question was: what are the digital opportunities, how has global business used them in the localization process, and what are the potentials of digital channels for this localization process? Modern technology and digitalization offer perfect support for global brand localization in managing and leading processes, but it is obvious that global brand localization processes need more

digital business management support to improve overall results. Global brand localization processes do not yet utilize the full digital potential.

Modern technology and digital management provide support for work as well as opportunities and various tools and templates that help to raise customer value. Digitalization—including digital channels, omnichannel strategies, AI, and other digital business management resources—has been applied in global brand localization management at the local level. However, more motivation, willingness, innovation, and development plans are needed to create new digital business management strategies in this process. All phases of global brand localization management offer opportunities to identify which management phases can benefit most from digital management.

One of the findings was that digitalization offers easier ways to cooperate with customers and stakeholders, both internally and externally. All localization process phases benefit greatly from digitalization from the global to the local level because it provides cost-effectiveness and opportunities to work with global brands in real time using remote channels. It could be an excellent channel for the future, especially with AI, which must be embedded much more in global brand localization processes.

This MBA degree in Digital Business Management provides many skills and responsibilities to address this situation, and this thesis opens the entire process, offering numerous business opportunities and accountabilities for working with global brands. I want to be one of the leaders or managers who will advance digital channels, especially AI, focusing on the areas where they have the most potential for use. Now I have a new passion for working as a manager at the local level.

The last thesis question was: what are the needs and insights for the future of global brand localization in leading and managing processes at the local level? The overall process provides insights that can be summarized in two words: modern technology and digitalization, with people and customers always remaining the main focus at every level. Technology and digitalization will support custom-

ers, stakeholders, and the employees of global brand organizations. This approach will create a new way of working at the global level, enhancing cost-effectiveness and maximizing the use of digital opportunities.

9.4 Discussion

This thesis generated a lot of discussion because it offers plenty of new opportunities for working in global business life in the future. It provides a huge amount of knowledge and insights on how necessary and important global brand localization is in managing and leading processes at the local level. This localization process includes so many elements and dimensions that managing and leading skills and accountabilities must be high because it is so comprehensive.

The main finding is that the overall thesis aim was a very large process, including many different elements, each of which could be a thesis aim on its own. This thesis covers elements from the global to the local level, making it a very extensive package to handle. However, it still offers new knowledge and support, which is the main target. If more details are needed, especially practical details for this thesis aim, it would be easier to break it down into smaller pieces for future theses, for example, focusing separately on global brand localization leadership and management for different aspects.

This thesis offered both practical benefits and knowledge based on theoretical parts. All the theoretical sections were very interesting, and I would like to expand my knowledge of them in the future. I gained much more information than I initially thought I could obtain; it provided significant knowledge for my own company. I gained new elements for my coaching sessions, and now I am ready for new business opportunities. The MBA degree in Digital Business Management could be my best tool and source of skills for working life.

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