

Cross-Cultural Marketing: A Case Study of Nike In South Africa

Tamuda Takudzwa Ngirande^a, Pevril Tatenda Mandongwe^b, Tinotenda Llyod Karindi^b

^a School of Statistics and Mathematics, Zhejiang Gongshang University, Hangzhou, 310018, China.

^b School of Tourism and Rural Planning, Zhejiang Gongshang University, China.

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Abstract -The purpose of this study is to investigate the significance of culture in marketing, with an emphasis on cross-cultural marketing. A great part of this paper, carries out a comprehensive assessment on how understanding cultural characteristic dimensions is critical for a clear and effective cross-cultural marketing strategy, using a case study of Nike's marketing techniques in South Africa. This research opens with an introduction to the subject of culture and its influence on marketing. It then dives into the cultural variables that exist in South Africa, as well as how Nike has changed their marketing techniques to suit to this market. Understanding cultural elements and their influence is also highlighted. An emphasis is made on the need of considering cultural variations when developing marketing campaigns and strategies for worldwide businesses. Finally, the conclusion recommends practices and outline criteria for global businesses looking to engage in cross-cultural marketing. Suggestions that a thorough awareness of cultural differences, along with a personalized marketing approach, may assist global businesses in developing long-term connections with customers in diverse cultural marketplaces. An emphasis examination will look at Nike's marketing strategies in South Africa under 6 dimensions: Language communication, Product customization, distribution channels, Brand perception, brand positioning and advertising and promotions.

Keywords-Cross culture marketing; Multiculturalism; Marketing; Cross culture.

I. INTRODUCTION

Doing business and marketing in a global environment has its own challenges. When people from distinct national cultures interact with each other, they are confronted with unfamiliar interaction patterns and communication styles, different business goals and logics, all of which may be difficult to deal with or interpret. The concept of management and communication across cultures and its impact on global marketing has generated a lot of interest amongst scholars. (Hofstede, 1984a) aptly says that "the business of international business is culture". Marketing is one of the most important aspects of business or an organization (*Marketing Matters Now More Than Ever*, n.d.). A borderless world has emerged in the modern era, where businesses aim to penetrate markets abroad in addition to their domestic ones. As people from many nations meet more regularly, they are exposed to new concepts, ways of thinking, and customs that may have an impact on their own culture. Cultural differences then pose a serious obstacle that businesses must overcome to draw in their target audience. To develop a cross-cultural attractiveness, brands must be aware of the cultural differences that exist in various market regions. With Nike campaigns serving as a benchmark brand, this study seeks to examine the components of cross-cultural appeal and identify the variables that may affect its performance. One of the most well-known international brands Nike, has a huge global footprint across numerous nations. The brand's success can be ascribed to its capacity to develop goods that appeal to a variety of consumers and cultural groups. Nike's marketing campaigns have continually been successful in connecting with people from many cultures, highlighting the significance of taking

cultural nuances into account when developing marketing tactics. Cross-cultural marketing is an essential element in today's global marketplace. The success of international companies such as Nike depends on their ability to create innovative marketing strategies that are culturally sensitive and appropriate for their target market. (Erez, 2005)(Leung, K., Bhagat, R.S., Buchan, N.R., Erez, M., and Gibson, C.B. (2005)). Our investigation aims to explore Nike's cross-cultural marketing strategies in South Africa and analyse their effectiveness in enabling the company to achieve sustainable growth in this market as it is important to understand value for brands in marketing.(Cheung et al., 2020). The findings will have significant implications for brands seeking to expand their market reach across borders. By understanding the dimensions of cross-cultural marketing looking at Nike as a Case Study, marketers can create effective marketing strategies that consider cultural differences, leading to improved business performance and enhanced brand equity. Investigation will look at these strategies under dimensions and outline the importance of cross-cultural marketing guidelines.

II. LITERATURE REVIEW

Professors KostECKA and Gartzke (2000) in (Hofstede, 1984b) assert that culture is fundamental and crucial to cross-cultural marketing. This is due to the profound effects that cultural differences have on customer behaviour, attitudes toward products, and responses to marketing tactics. Thus, to create efficient marketing strategies that consider cultural nuances and variations and accomplish desired results, understanding culture is essential. Before implementing a marketing plan, Professors KostECKA and Gartzke contend that several cultural elements, including language, individualism/collectivism, masculinity/femininity, power distance, and uncertainty avoidance, should be considered in cross-cultural study. Overall, the Professors argue that culture plays a critical role in cross-cultural marketing research and emphasizes the need for marketers to prioritize cultural understanding to effectively reach diverse target audiences putting emphasis on the importance of using culturally sensitive research methods and understanding the nuances of different cultures to effectively reach consumers in various markets. Professor Venkatesan (Cambra Fierro et al., 2011), outlines culture is very important in shaping marketing strategy. Specifically, he argues that culture plays a significant role in determining consumer preferences, behaviours, and purchase decisions, and as such, marketers need to consider cultural factors when developing their

marketing strategies. Professor Venkatesan argues the concept of culture, it varies across different regions and societies, and it impacts consumer behaviour, hence, discusses the importance of conducting market research to understand cultural factors affecting consumer behaviour, such as values, beliefs, and attitudes toward marketing communications. He suggests that cultural differences can be leveraged as an opportunity for marketers to create more effective marketing strategies and understanding cultural context is important for marketers. There are no doubt cultural differences should not be ignored by international marketers, and that understanding these differences is essential for successful international marketing strategies. There is need for understanding cultural nuances and adapting marketing strategies accordingly, marketers can create effective campaigns that resonate with diverse audiences and ultimately drive sales (Professor Usunier, J. C. (1998)). In order for international marketers to develop a deep understanding of local cultures, and to adapt their marketing strategies to fit local contexts, there is need to look at cultural dimensions to put a culture in a scope best well-fitting and strategize to adapt accordingly Goodrich and Moon (2019), in their research paper "Global Brand Leverage: An Empirical Study of Cultural Similarity, Brand Equity and Consumer Response", highlight the importance of cultural similarity in cross-cultural marketing. They suggest that brands that are perceived as culturally like the target audience are more likely to be successful in that market. The authors propose that brand equity is an important factor that drives cultural similarity, as consumers are more likely to perceive brands with strong equity as culturally like themselves. Professors Hongmei Xu and David T. Cho research in "Understanding cultural dimensions for effective communication", outline that understanding cultural dimensions is essential for effective communication in cross-cultural settings.(Huang et al., 2015) The study use of (Hofstede, 1984a) six cultural dimensions - power distance, individualism vs collectivism, masculinity vs femininity, uncertainty avoidance, long-term vs short-term orientation, and indulgence vs restraint - are important to analyse the cultural differences and in this paper, we will look shortly at South Africa's cultural settings under these Dimensions before you move on to look at Nike's cross culture strategies in the region of South Africa.

A. SIGNIFICANCE OF CULTURE TO MARKETING

Culture can be used as an explanatory variable depending upon the ability to “unpack” the culture concept (Rohner, 1984); it is therefore best to view culture as a complex multidimensional structure rather than as a simple categorical variable. According to (Hofstede, 2011), culture is “the collective programming of the mind that distinguishes the members of one group or category of people from another”. Human life is fundamentally shaped by culture, which influences our beliefs, values, behaviours, and attitudes (Oyserman, 2012). It is essential to marketing because it affects how customers view and react to goods and services. Businesses are progressively extending their operations to other nations and areas in today's globalized globe, which necessitates that they comprehend and adjust for the varied cultural backgrounds of their target clients. Because of this, culture is important to marketing, and a thorough understanding of it is necessary for effective cross-cultural marketing. Consumers' preferences, actions, and purchasing decisions are influenced by culture. It affects how they view what is and isn't desirable and acceptable. Therefore, to develop effective marketing campaigns that speak to their beliefs, values, and aspirations, marketers need to be aware of the cultural background of their target market. For instance, linguistic, cultural, and symbol variations can have a big impact on how consumers view and react to advertising. A marketing strategy that works well in one culture might not work as well in another, and it might even cause unfavourable emotions or misconceptions.

The identification of cultural values and conventions that influence consumer behaviour is a crucial component of cross-cultural marketing. These standards and ideals could have to do with gender roles, family, religion, education, social standing, and other things. The choices, interests, and actions of customers are influenced by culture. Their ideas of what is and is not acceptable and desirable are shaped by this. Thus, to develop successful marketing campaigns that speak to their beliefs, values, and aspirations, marketers must comprehend the cultural background of their target audience. Cultural differences in language, rituals, and symbols, for instance, can have a big impact on how customers view and react to advertising. A marketing effort that is effective in one culture might not be as successful in another and might even cause unfavourable reactions or misunderstandings. Identification of cultural values and conventions that influence consumer behaviour is a crucial component of cross-cultural marketing. Family, religion, education, social position, gender roles, and other characteristics may all be impacted by these beliefs and conventions.

In conclusion, culture is an essential component of marketing that has a significant impact on how consumers behave and perceive products (Nakata & Sivakumar, 1996). Businesses must comprehend the cultural background of their target audience, including their values, customs, communication methods, and beliefs, to successfully engage in cross-cultural marketing. Marketing strategies that are unproductive, offensive, or poorly received can result from a failure to comprehend these cultural distinctions. To guarantee they create efficient marketing strategies that resonate with their target audience and prevent cultural misconceptions, organizations must thus invest in in-depth research and cultural training

B. CULTURAL DIMENSIONS OF CULTURE IN SOUTH AFRICA UNDER HOFSTEDE CULTURAL DIMENSIONS

Geert Hofstede is a Dutch social psychologist known for his work in comparative studies of cultures (Hofstede, n.d.). Through his research, Hofstede created six dimensions by which you can compare cultures: Power Distance, Uncertainty Avoidance, Individualism/Collectivism, Masculinity/ Femininity, Long-term/Short-term Orientation, and Indulgence/Restraint. Power distance relates to the equality or inequality of people within a culture while uncertainty avoidance shows ambiguity. Scores relating to individualism show the degree that groups or individuals are accountable for different outcomes and actions. References to masculinity show the behaviours of a nation, whether it is highly competitive, nurturing, or somewhere in between. Degrees of long-term orientation portray whether decisions are made to benefit present situations or have long term goals and impacts. Finally indulgence scores relate to whether a members of a culture look to be instantly rewarded or gratified (Hofstede, 1984c) An understanding of the scores for each of these six dimensions provides an understanding of the cultural aspects and tendencies of a nation.

South Africa is a multicultural nation with a deep cultural history. There are 11 official languages in the nation, and each one is connected to a certain cultural group. Most of the population in South Africa is black, and other ethnic groups include the English, Indians, Afrikaners, and coloured people. All facets of life, including marketing and commercial operations, are influenced by these groups' distinctive cultural ideas, traditions, and values. It is crucial to evaluate South Africa's cultural dimensions using Hofstede's Six Cultural Dimensions to comprehend the country's cultural surroundings.

First off, the Power Distance Index (PDI) gauges how much a society's citizens accept inequality and power disparities. The high PDI score for South Africa indicates a hierarchical society where people have different levels of power and authority. This has ramifications for marketing because it suggests that people may be more inclined to respect hierarchical systems and authority leaders.

Second, the Individualism against Collectivism dimension gauges how much people place a higher priority on society's values than on their own wants. With this score, South Africa scores low on individualism and places more of a focus on collectivism. Strong extended families and communal ties in the nation reflect this, and they could have an impact on marketing tactics.

Thirdly, the Masculinity vs Femininity dimension gauges how much a society favours "masculine" characteristics like assertiveness and competitiveness over "feminine" characteristics like caring and compassion. South Africa's low masculinity score of indicates the at the country values fostering relationships, teamwork, and nurturing. This knowledge might be helpful for marketers to seek to develop marketing campaigns that emphasizes on community and relationships.

Fourth, the Uncertainty Avoidance Index (UAI) gauges how much ambiguity, uncertainty, and change make people feel endangered in a society. With a UAI score, South Africa has a comparatively high score, indicating a society that values consistency and predictability. As a result, people could be more inclined to accept well-known businesses and conventional marketing strategies.

Finally, Long-Term Orientation gauges how much a community values custom and long-term planning. With a low Long-Term Orientation score, South Africa is a country where the now is valued more than the future. This information has ramifications for marketing since people might be more prone to buying on impulse and less likely to be swayed by long-term planning viewpoints.

Consequently, comprehending South Africa's cultural components is essential for marketers wanting to develop marketing strategies that are effective in this unique environment. By researching Hofstede's Six Cultural Dimensions, it is possible to ascertain how values and beliefs vary between cultures and to develop strategies that are most effective in certain cultural contexts. Additionally, recognizing and appreciating cultural differences could help marketers establish long-lasting connections.

C. CONCEPTUAL FRAMEWORK FOR CROSS -CULTURAL MARKETING

The concept of culture has always generated a lot of interest amongst scholars. In the global age, understanding the domain of culture becomes even more important to have effective cross-cultural marketing and Communication. Although, it remains "a fuzzy, difficult- to-define construct" (Al Hatmy, n.d.),many scholars have tried to define it. Understanding national cultures is important for scholars of marketing and management. Scholars have emphasized the importance of recognizing national cultures. The failure to take national differences between countries into account has been the cause of many business failures.

To ensure that marketing tactics are successful in many cultural contexts, cross-cultural marketing is a complex and dynamic field that needs a solid conceptual foundation. The conceptual framework of cross-cultural marketing recognizes the different elements, such as cultural values, beliefs, attitudes, and customs, that influence consumer behaviour. We shall outline and clarify the main components of the conceptual framework for cross-cultural marketing in this post.

The identification of cultural factors is the first component of the conceptual framework for cross-cultural marketing. These characteristics include culturally distinct values, beliefs, and attitudes. For instance, whereas individualism and independence may be more highly regarded in some cultures, collectivism and community may be more prized in others. It is important to comprehend these cultural facets. Developing cross-cultural marketing strategies that may successfully target customers from various cultural backgrounds requires an understanding of these cultural elements.

Understanding how these cultural influences on consumer behaviour play a role in the cross-cultural marketing framework is the second component. This entails examining how customers view and react to marketing communications, how they choose products, and how they interact with brands. Different cultural contexts have an impact on how customers interpret and react to marketing efforts, and cultural characteristics can have a considerable influence on consumer behaviour.(Aryana & Boks, 2012).

The creation of marketing plans that are customized for cultural contexts is the third component of the framework for cross-cultural marketing. This entails establishing marketing tactics that are in line with cultural characteristics and how they affect consumer behaviour. Evaluation and adaption of marketing techniques make up the framework for cross-cultural marketing's last component. Once a marketing strategy has been put into place, it is crucial to assess its success and make the necessary adjustments to

make sure it is culturally suitable and appealing to customers in various cultural settings.

In conclusion, cross-cultural marketing needs a sound conceptual foundation that considers the different cultural factors that affect consumer behaviour. This framework covers the identification of cultural factors, comprehension of how they affect customer behaviour, creation of marketing plans that take these dimensions into account, evaluation of these plans, and adaptation of them. By using this framework, marketers may create cross-cultural marketing campaigns that are successful and build relationships with customers from a variety of cultural backgrounds.

III. METHODOLOGY

A. RESEARCH DESIGN AND CASE STUDY APPROACH

A questionnaire was designed for the case study approach of Nike in South Africa. The questionnaire was designed looking at Nike's effect in South Africa looking at questions that lean on Language Communication, Product Customization, Advertising

and Promotion, Brand Positioning, Distribution Channels, and Brand Perception dimensions.

B. DATA COLLECTION METHOD

The data was collected from the participation of respondents on a questionnaire designed that looked at Nike in South Africa, with questions designed looking at Nike's Language Communication, Product Customization, Advertising and Promotion, Brand Positioning, Distribution Channels, and Brand Perception dimensions in the region.

C. DATA ANALYSIS

There is no doubt that culture plays a huge impact on South Africans when it comes to their perception when it comes to brands. Because of this, culture is important to marketing, and a thorough understanding of it is necessary for effective cross-cultural marketing. Consumers' preferences, actions, and purchasing decisions are influenced by culture. This can be made clear by the responses from the questionnaire.

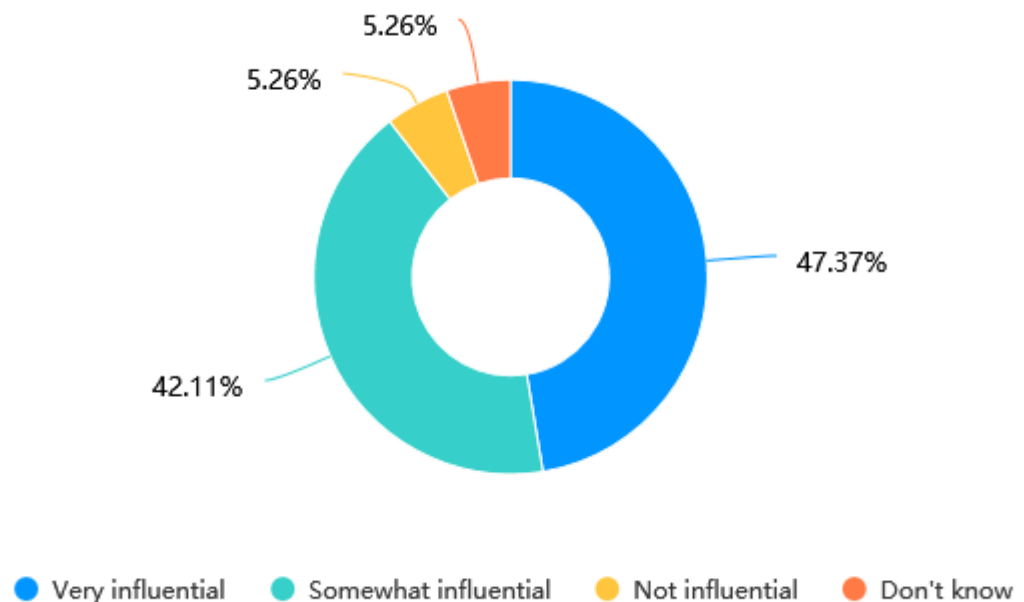


Figure 1 How does the South African culture influence your opinion of Nike's marketing strategies?

Figure 1: How does the South African culture influence your opinion of Nike's marketing strategies?

From Figure above, we can see clearly from the response of participants from the designed questionnaire that most percentage 47.5% believe their South African culture is very influential on building

opinions on marketing strategies that a brand carries in South Africa, in this case study Global brand Nike's marketing strategies.42.11% believe their culture is a base of opinion towards the brand, with only 5.26% believing it's not their culture is not influential and the 5.26% not certain.

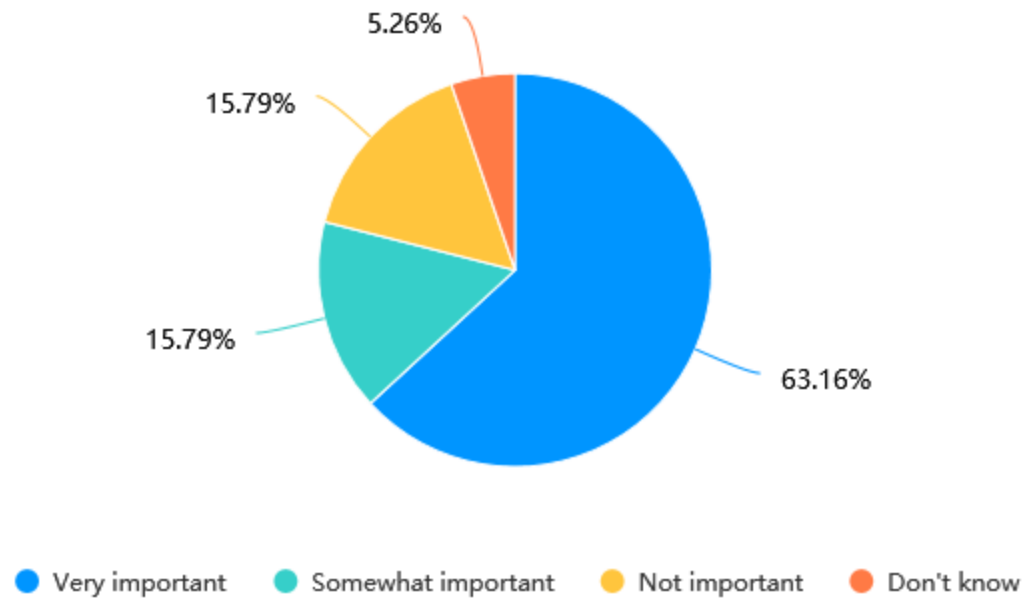


Figure 2 How important is it for Nike to adapt its branding strategies to different cultural contexts

Figure 2 how important is it for Nike to adapt its branding strategies to different cultural contexts. From the pie chart figure above, we can see that 63.16% believe there is huge importance for Nike to attach its marketing strategies to a South African context,

making it clear how close related culture and marketing really is to a targeted market. 15.79% percent believe it's somewhat important, whilst 15.79% believe it not be and 5.26 not knowing otherwise.

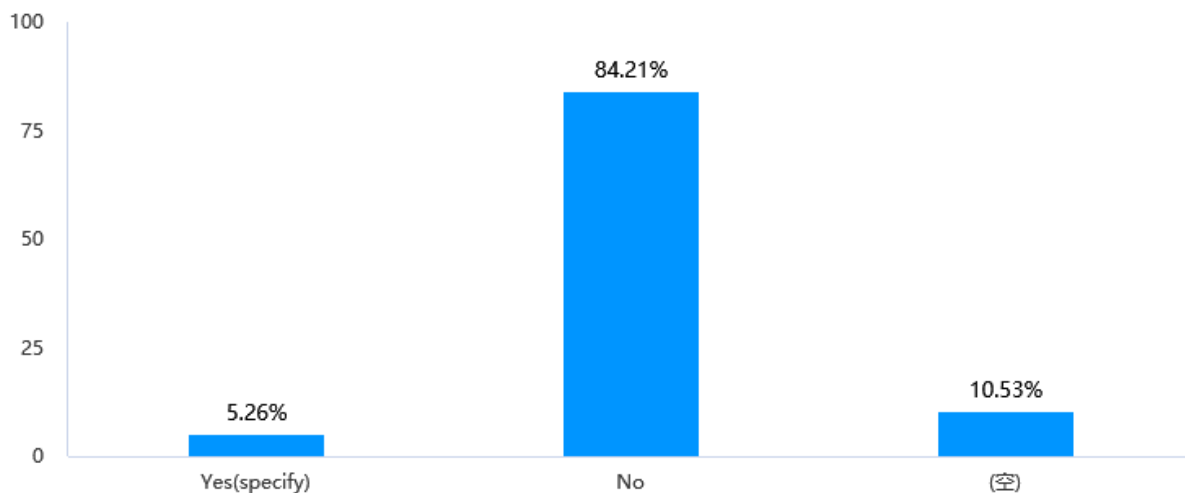


Figure 3

Figure 3 Have you ever seen a Nike marketing strategy that you felt was inappropriate or offensive? If so, please specify.

Nike's clear cross-culture marketing strategies have made clear objective to be as culturally sensitive as they could, realizing this is the Key to them being successful in the South African market. This can be

justified by the results obtained in the questionnaire, whether Nike's marketing in the region has been considered offensive or not. A huge percentage of 84.21% answered No to whether Nike's marketing strategy has been offensive, whilst only a small number 5.26% opting for Yes, 10.53% percent not knowing.

a. NIKE'S BRAND PERCEPTION IN SOUTH AFRICA

Due to its regular marketing initiatives, product customization, and premium brand positioning, Nike

has established a favourable brand reputation in the South African market. Nike has established a reputation in the South African market as a company that prioritizes innovation, inclusivity, and diversity.

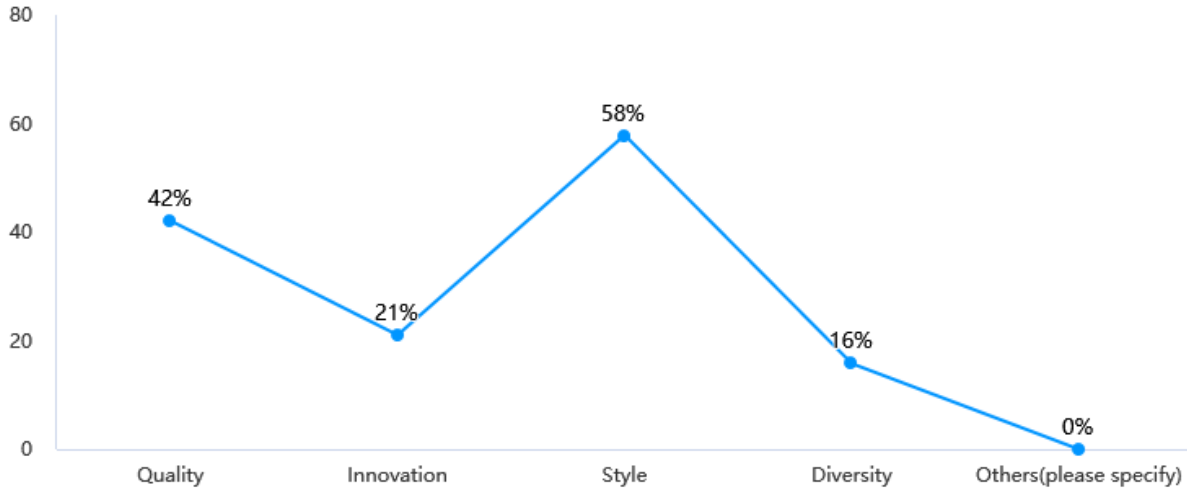


Figure 4 What is your perception of Nike's Brand image in South Africa

Figure 4:What is your perception of Nike's Brand image in South Africa? What comes to mind when you think about Nike in South Africa?

The Nike Brand, is perceived for a long a lot of things in South Africa, showing highly has

managed to cater to the different multicultural South Africa. Most South Africans perceive Nike to be a brand of style with 58% responders associating the brand with that,42% opting for Quality,16% leaning more to Nike's diversity.

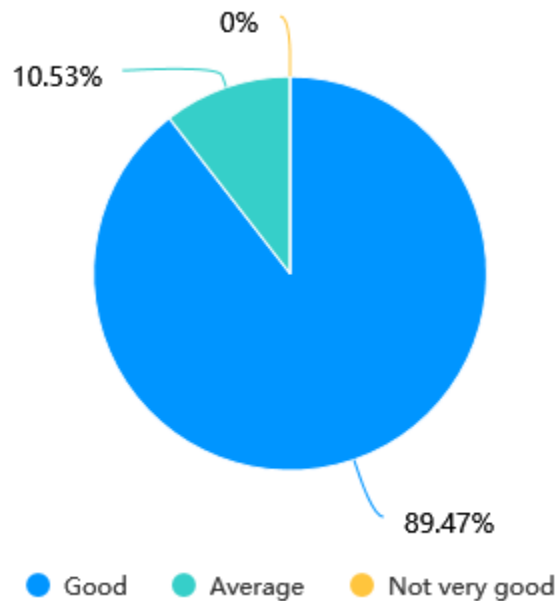


Figure 5 How would you describe Nike's brand Personality

Figure 5 How would you describe Nike's brand Personality?

From the pie chart figure above, we can tell Nike has done a good job in building a really good personality in the South African market, judging by the 89.47% believing their personality is good in the region, with

10.53% saying it to be average. This is a testament to Nike's marketing team being very culturally sensitive and understanding of the culture in South Africa enough to leverage on having a good personality in the region.

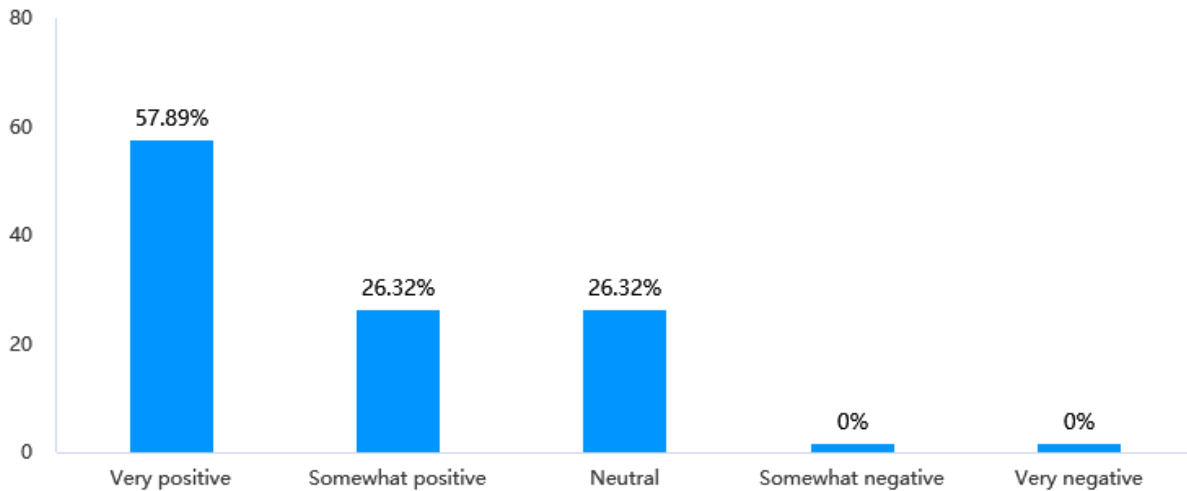


Figure 6 How would you rate your overall perception of the Nike brand in South Africa

Figure 6:How would you rate your overall perception of the Nike brand in South Africa?

The perception of Nike in the region has been very positive with 57.89% looking at Nike as very positive, being a testament of how Nike has been culturally

sensitive in the region to successful build a brand perception.26.32% thinking somewhat positive and 26.32% feels it's neutral. Figure 7: Overall, how would you rate Nike's branding efforts in South Africa.

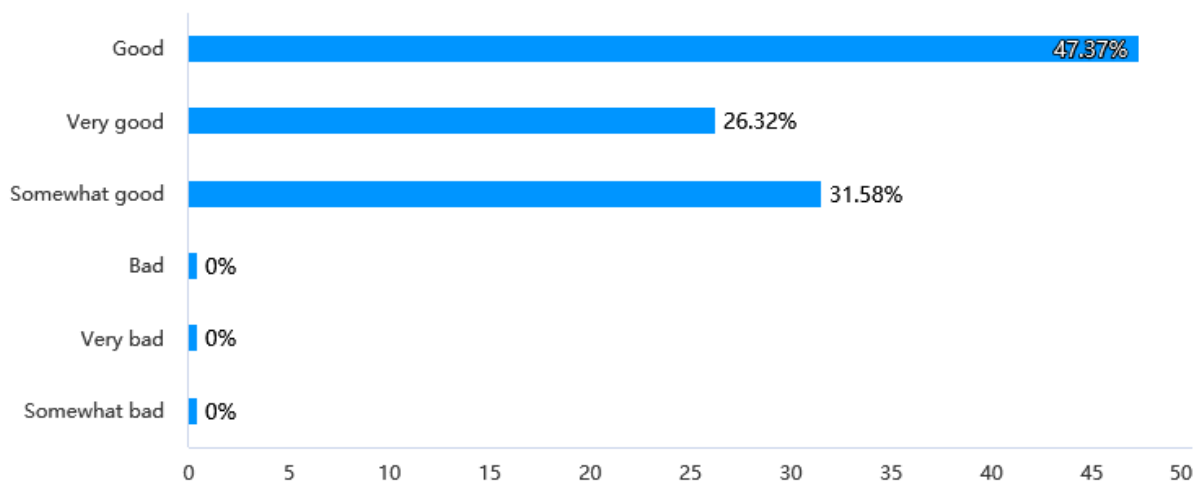


Figure 7

b. BRAND POSITIONING

Brand positioning is the 'thing' your brand is known for by customers.

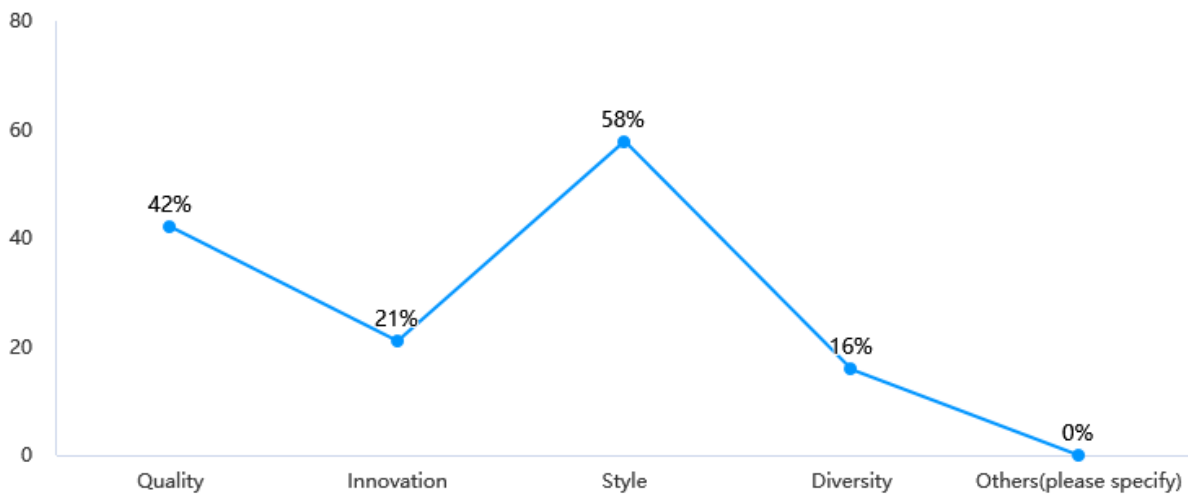


Figure 8 What do you perceive Nike is associated with more?

In the mind of consumers in South Africa, in the figure above we can see that Nike has positioned itself to be a brand that is associated with many things.58% associate Nike for a brand that is stylish,42% for a

brand that offers good quality products,21% for a brand that is innovative and 16% for a brand that offers diversity.

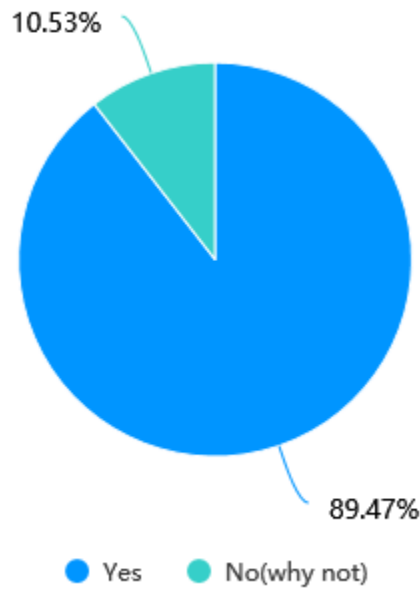


Figure 9

Figure 9 Do you think Nike's marketing strategies accurately represent South African culture? Why or why not?

From the questionnaire, to clearly approve whether Nike in South Africa has positioned itself well cross-culturally, from the Figure above we can see that 89.47%

of participants position Nike in South Africa as a brand that has and is well represents the South African culture with its marketing.

c. DISTRIBUTION CHANNELS

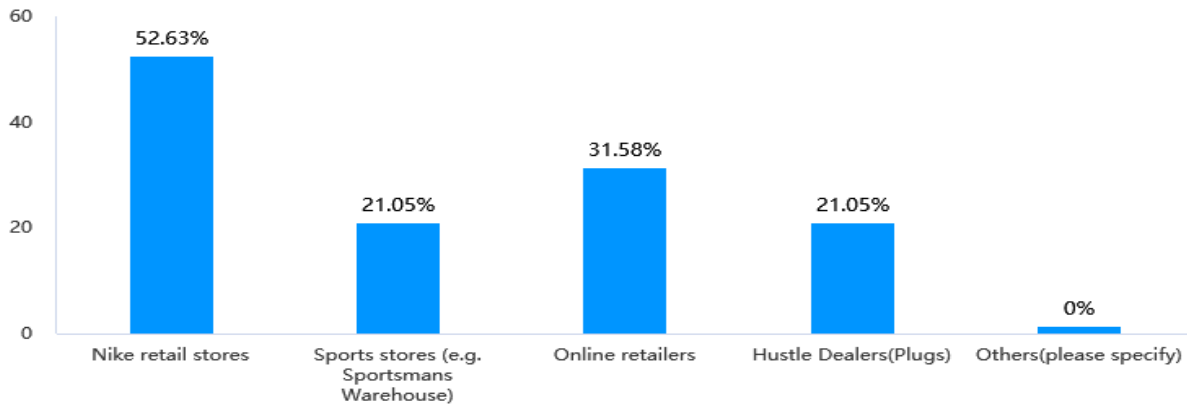


Figure 10

Figure 10 Where do you usually purchase Nike products in South Africa? (Check all that apply)
With a wide range of retail stores and outlets carrying its products, Nike has a substantial presence in South Africa.52.63% from data gathered can be seen to purchase Nike products from Nike retail stores,21.05%

from sport stores,31.58% from online and 21.05% from bootleg stores that are unofficially Nike.

d. ADVERTISING AND PROMOTIONS

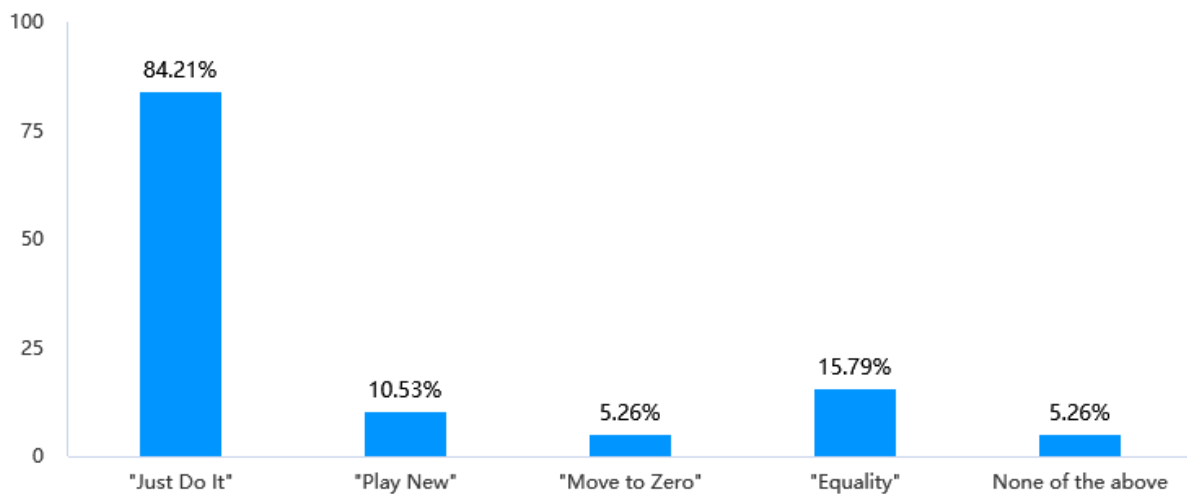


Figure 11

Figure 11 Which of the following Nike advertising campaigns have you seen in South Africa? (Check all that apply)
When it comes to advertising, the message Nike pushes in South Africa is vastly associated with its

Brand’s motto that rings a bell in most minds of South Africans.84.21% associate Nike’s advertising with its widely famous Just do it Campaign,10.53% with Play new,5.26% with move to zero and 15.79% with Equality.

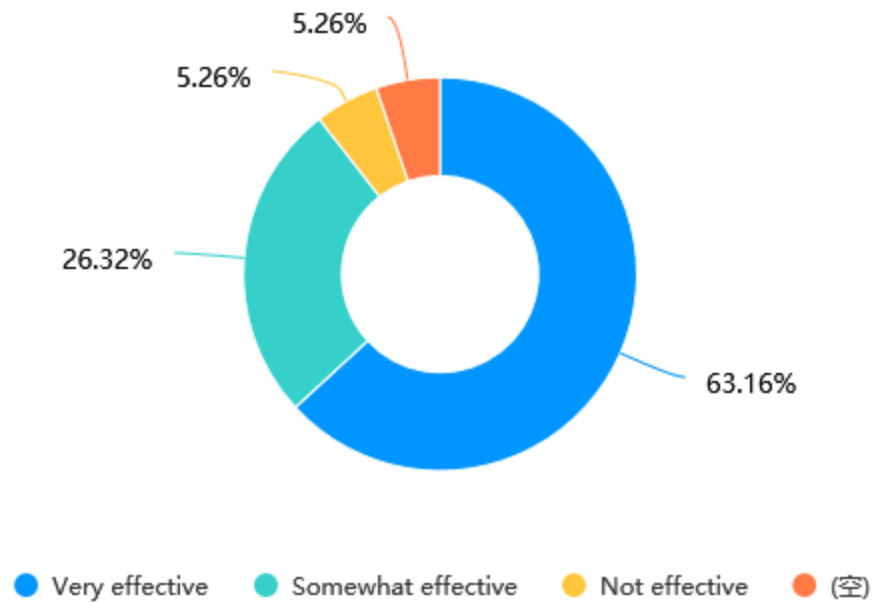


Figure 12

Figure12: How would you rate Nike's advertising and promotions in terms of their ability to resonate with South African consumers?

From the data gathered 63.16% of South Africans feel Nike's advertising and promotions in the region to be

very effective,26.32% somewhat effective and 5.26% to be ineffective and the other 5.26% left it empty.

e. LANGUAGE COMMUNICATION

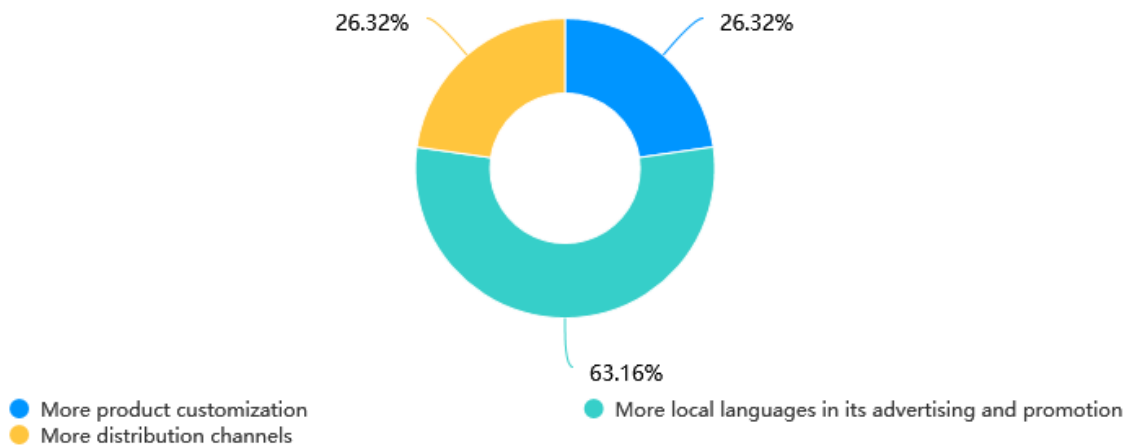


Figure 13

Figure 13: How do you think Nike could improve its cross-cultural branding strategies in South Africa?

Though Nike has well adapted itself in South African culture cross-culturally, they are still use of English in most of its marketing, where South Africa consist various languages that they have not adapted in their

campaigns. From the data above, 63.16% feel more local languages need to adopt into its advertising and campaigns.

f. PRODUCT CUSTOMIZATION

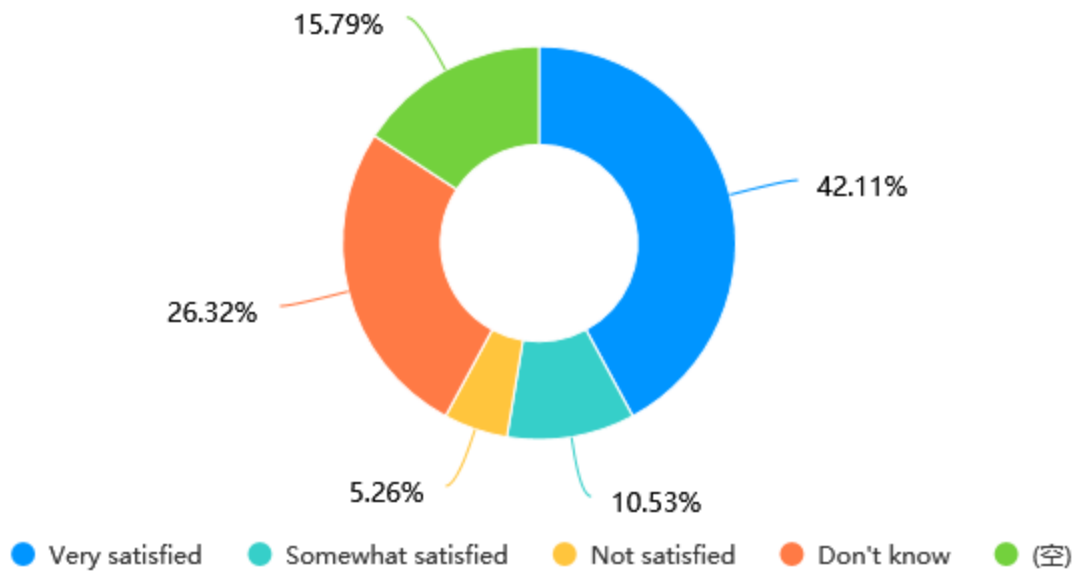


Figure 14 How satisfied are you with the customization options?

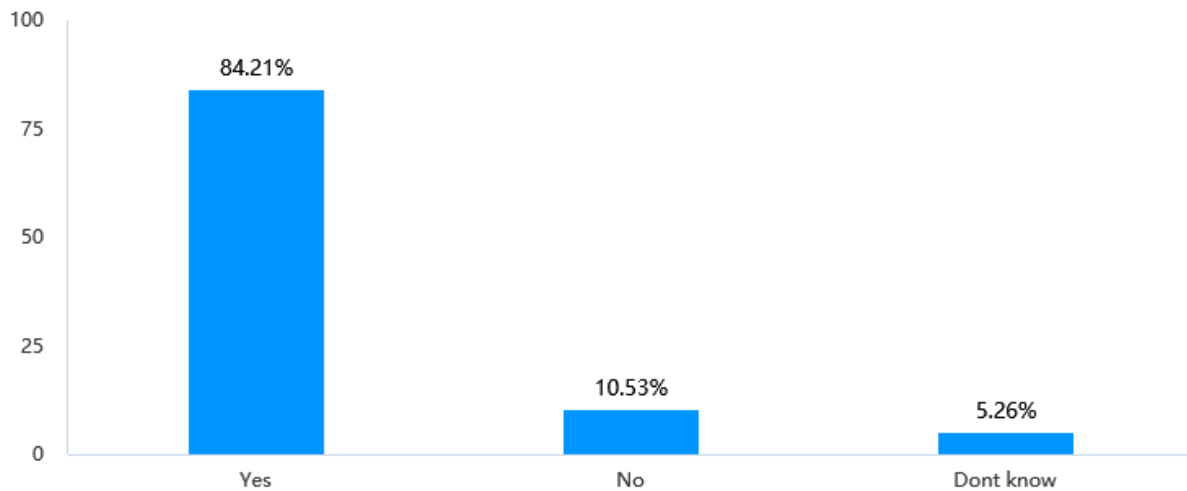


Figure 15

Figure 15: Would you be interested in purchasing customized Nike products in the future?

more customized products 84.21% opted for yes and only 10.53% No and the others not knowing.

In Figure 13, from the data we can see that 26.32% feel that Nike must customize their products in the South African market. In Figure 14 we can that 42.11% of are very satisfied with the existing customization of products by Nike in South Africa,15.79% not answering ,26.32% not knowing ,10.53% being somewhat satisfied and 5.26% being not satisfied. However, whether they would be interested in buying

IV. ASSESSMENT OF NIKE'S CROSS-CULTURAL MARKETING STRATEGIES IN SOUTH AFRICA

For a company to go global, a primary question to be answered is what should be a suitable approach in international marketing strategy, whether they

standardize or localize their marketing strategy to adapt to the out- of-country markets that they want to penetrate in. It also is the challenge for global corporations to decide what marketing strategy to adopt (Kotler, 2009).

Nike has achieved tremendous advancements in cross-cultural marketing on a global scale. To remain competitive, the corporation uses a variety of marketing techniques to appeal to a variety of demographics around the world, and South Africa is no exception. Nike has become a significant player in the South African industry throughout time. The company's inclusiveness, creativity, and cultural awareness are the cornerstones of its cross-cultural marketing approach in South Africa.

Although Nike's cross-cultural marketing initiatives in South Africa have been largely effective, there have been some difficulties and setbacks. Utilizing South African sportsmen and celebrities in their advertising campaigns has been one of Nike's primary objectives. They have developed brand loyalty and connections with South African customers thanks to this. Additionally, they have tried to promote the growth of sports in the nation, which has enhanced their brand's reputation.

However, there have also been detractors of Nike's South African marketing tactics. Some claim that the business exploits regional cultures and uses them for its own financial gain. Others have criticized the business for not taking sufficient action to combat issues like poverty and inequality in the country. In general, Nike's cross-cultural marketing techniques in South Africa have been successful in fostering customer loyalty and brand awareness. To keep up their good reputation, the corporation must, however, continue to be considerate of regional customs and endeavours to address social problems in South Africa. However what makes Nike a successful brand is their focus on product innovation and product quality; which helps the brand to build a long-term loyalty relationship with their customers. There is no doubt, In today's competitive environment, Nike has been able to differentiate itself, compared to competitors, and has become the global leader in the industry. The absolute key to Nike's success has been its excellent marketing strategies that allows the company to appeal to many cultures accordingly. Nike has become a transcendent super-brand, because it understands that brands are "in the mind of the consumer"(Global Powers of Consumer Products 2013 Engaging the Connected Consumer, n.d.). The company's inclusiveness, creativity, and cultural awareness are the cornerstones of its cross-cultural marketing approach in South Africa.

Brand localization is one of Nike's effective cross-cultural marketing techniques. The business is aware

of the diversity of the South African market, as well as the varied cultural norms, values, and behaviour. Nike uses a localized, due to a clear understanding of cultural dimensions and construct marketing strategies to reach and engage its audiences in South Africa. The company's marketing initiatives are specifically designed for South African consumers, drawing on the very nuanced sociological and cultural values of that region.

Innovative usage of advertising campaigns is another Nike South Africa tactic. The business is aware of the effectiveness of imagery and narrative in promoting its goods. Nike has created advertising campaigns that appeal to the South African market by utilizing imaginative imagery and engaging storytelling that appeals to customers' emotions. The "Run Jozi" campaign is a great illustration of this tactic. The initiative emphasized using running as a catalyst for change and enthused participants to participate in a 10km event in Johannesburg. Nike leaned into South Africa's rich history through this campaign and exploited it to advance its brand.

Nike's marketing initiatives that encourage inclusivity and diversity have been successful in South Africa as well. The corporation has included South Africa's varied community, which includes a variety of linguistic and cultural groupings, into their advertising campaigns. Nike has embraced inclusion in their marketing approaches by showcasing athletes from all countries, races, and origins. Its marketing efforts also incorporate a variety of South African languages, including Zulu, Xhosa, Sotho and many more to appeal to a local audience for a wider range.

Nike's social media initiatives in South Africa are another cross-cultural marketing technique. The business is aware of the effectiveness of social media in reaching its South African target market. Nike connects with South African audiences through a variety of social media channels to promote their brand and foster customer loyalty. Social media campaigns run by the business are participatory, interesting, and offer helpful details and insights into its products. By going digital, Nike is now able to directly communicate with its past and future customers, which allows it to understand what its target market wants out of a product. One example of this new technique was when Nike created a 30-story billboard in Johannesburg, South Africa, that posted fan headlines from Twitter (Flynn, n.d.).

A combination of creative advertising, brand localization, social media initiatives, and inclusivity make up Nike's cross-cultural marketing strategy in South Africa. To interact with a range of people in South Africa, the corporation has modified and tailored its marketing efforts. Nike has become a popular brand in South Africa thanks to its dedication

to cultural awareness and diversity. This paper will examine Nike's marketing tactics in South Africa in this study analysis under the following dimensions: Language Communication, Product Customization, Advertising and Promotion, Brand Positioning, Distribution Channels, and Brand Perception.

A. LANGUAGE COMMUNICATION

Language and culture are connected. Because of this connection, people have a preferred language with which they have an emotional or cultural connection, and this can be appeal for cross cultural marketing. Using a person's preferred language as opposed to any other language will facilitate a deeper connection with that person, cross cultural barriers that may separate them, and be more effective when attempting to cross cultural (Towles et al., n.d.). Since there are 11 official languages in South Africa, effective language communication is essential to the success of any enterprise. Because it can engage with its clients in their native tongues, Nike has had success with its marketing initiatives in South Africa. Nike has enlisted a variety of parties in its marketing campaign such as local musicians, local celebrities and athletes who have been able to communicate with local audiences in their own language. In cross-cultural interactions, the use of language becomes even more complicated and important because of how language reflects culture. A study that experimented to discover how speaking in a different language affects people's decisions reports that people will make more logical and less emotion-driven decisions in a language other than their first language because it does not have the same emotional connotations. This means, while they may be able to process information equally as well in another language, they will not feel emotions as strongly in a second language, and as such, people remain connected emotionally to their first language. As an illustration, Nike worked with South African rapper Nasty C to produce a music video promoting their Air Max 270 React sneakers. It was simple for the locals to connect with the brand because the video was produced in South Africa, was targeting to the market there, and used the local language. This also shows the testament of how Nike understood the cultural dimensions that are in South Africa. South Africa's low masculinity score of indicates that the country values fostering relationships, teamwork, and nurturing. This knowledge has maybe helped for Nike marketers to seek to develop marketing campaigns that emphasizes on community and relationships and emphasize on various local languages.

B. CUSTOMIZATION OF PRODUCTS:

A personalized product is a differentiated product because the result differs from the standard version. Personalization, consumers can choose from various product attributes and a customized product is assembled based on their preferences, allowing brands and marketers to target on a certain group or attributes (Moon et al., 2008).

Nike has been successful in tailoring their goods to the South African market. Nike has developed product lines that cater to the South African market, including Bafana Bafana (South African Men Soccer Team) jerseys that have been highly appreciated by South African football fans and Nike Jordans in South African colours. Additionally, Nike has worked with local designers to produce specially crafted sneakers that are well-liked. Nike chose recently only three stores worldwide to do a special co-lab with the Jordan 2 shoe aptly named the "International Flight Club" pack. The idea was to shine a spotlight on areas of the world that are passionate about Jordan sneakers but traditionally aren't represented in mainstream media.

C. ADVERTISING AND PROMOTION

Nike has run several advertising and promotion initiatives in South Africa to advertise its goods. Nike has reached a sizable audience by using billboards, radio, social media, and TV commercials. Nike's advertising campaigns are specifically catered to the South African market, and the usage of regional athletes, artists, and celebrities in their commercials has aided in establishing a connection with the target demographic.

Nike, for instance, used local athletes like Caster Semenya and Wayde van Niekerk in their "Nothing beats a comeback" advertising campaign in South Africa to persuade people to resume exercising following a protracted period of inactivity brought on by COVID-19. The audience in South Africa responded favourably to this campaign because it encouraged them to stay active and stay healthy, which is an important aspect in South African Culture. This is a testament also of Nike understanding the cultural dimensions how to target in South Africa from a dimension view. With a low Long-Term Orientation score, South Africa is a country where the now is valued more than the future.

D. BRAND POSITIONING

Philip Kotler:(Kotler, 2009) "Brand positioning is the act of designing the company's offering and image to occupy a distinctive place in the mind of the target market." More simply, brand positioning is the 'thing'

your brand is known for by customers. More simply, brand positioning is the 'thing' your brand is known for by customers. Nike brand positioning statement clearly defines that Nike has strategically positioned itself in the mind of the wear market.(Wu, 2022) Everyone believes that Nike provides innovative and premium products in the industry among all the existing brands in the market. In South Africa, Nike has established a position as a premium brand that appeals to middle-class and upper-class consumers.(Zheng, 2022).The brand has prioritized producing premium goods with higher price points, which has aided in positioning it as a luxury brand. This shows site on Nike understanding the Hofstede Cultural dimension on Power Distance, where it gauges how much a society's citizens accept inequality and power disparities. The high PDI for South Africa indicates a hierarchical society where people have different levels of power and authority. For instance, to set itself apart from its rivals in the South African market, Nike has introduced premium sneaker lines, such as the Nike Air Force 1 "Swoosh Pack," which is marketed as a high-end sneaker line.

E. DISTRIBUTION CHANNELS

With a wide range of retail stores and outlets carrying its products, Nike has a substantial presence in South Africa. Additionally, Nike has opened an online store, which the South African market has embraced. Additionally, Nike has collaborated with several merchants, including Edgars and Sport scene, to distribute its goods. Through these alliances, Nike has been able to reach a wider audience in South Africa and meet a variety of client needs.

V. IMPACT OF CROSS-CULTURAL MARKETING STRATEGIES ON NIKE BRAND IMAGE IN SOUTH AFRICA

Since the mid-1990s, Nike has successfully penetrated the South African market. The company's success in this market has been primarily attributed to its strong cross-cultural marketing methods, which have enabled it to reach and appeal to South African consumers despite the country's distinctive cultural difficulties.

Nike's "Run Jozi" campaign is an example of a successful cross-cultural marketing strategy in South Africa. The campaign's goal was to encourage South Africans to start running, with a special emphasis on the dynamic and energetic metropolis of Johannesburg. This campaign's popularity was largely due to its congruence with South African cultural values like community and togetherness. The ad was especially targeted to South African viewers, with local

celebrities and models featured and emphasizing the joy and a community sense brought through running. This campaign aided Nike in cementing its position as a brand that understands and cherishes South African culture and improving highly Nike's brand in South Africa.

Nike's cooperation with the South African Football Association (SAFA) is another example of successful cross-cultural marketing methods in South Africa. Nike was able to harness the popularity of football in the country and acquire access to a dedicated and passionate fan base by working with SAFA. Nike also used the collaboration to create grassroots projects aimed at supporting young football talent in South Africa, reinforcing the company's reputation as a brand concerned with the development of local communities.

Nike's cross-cultural marketing methods in South Africa have had a huge impact on the company's brand image, assisting in the company's establishment as a global brand that is culturally aware and very relevant. Nike's cultural sensitivity and ability to customize marketing methods to local contexts have allowed the corporation to forge strong bonds with South African consumers who value brands that understand and celebrate their cultural identity.

In conclusion, Nike's cross-cultural marketing methods in South Africa have been extremely effective, allowing the corporation to build a strong brand image and successfully do business in this complicated and diverse cultural context. Because of the company's emphasis on knowing and responding to the local cultural environment, they have been able to develop marketing techniques that successfully appeal to South African consumers and cultivate a devoted and passionate fan following. Nike can continue developing and thriving in varied areas such as South Africa if it prioritizes cross-cultural marketing methods.

VI. RESULTS AND DISCUSSION

A questionnaire was designed to carry out this Case Study to interrogate cross-cultural marketing of Nike in South Africa to determine practices Global brands need to take before crossing over to new cultural markets others from their parent countries. The questionnaire was designed to look into and assess Nike's marketing strategies under six dimensions Language Communication, Product Customization, Advertising and Promotions, Brand positioning, Distribution Channels and Brand perception. In the data analysis we can surely have an overview on how Nike has well assessed the South African market and the cultural dimensions the countries have to tailor

marketing strategies that can thrive well cross-culturally in South Africa. Despite South Africa being a multicultural country, Nike has managed to build an image within South Africans' minds to have a huge brand perception. Over 60% of South Africans believe, there is huge importance for Nike to consider the culture aspects that lay within the country, with over 80% believing Nike has been culturally sensitive with its marketing campaigns thus far. From the data acquired carrying out the case study, information gathered from the questionnaire can show that Nike's brand perception in South Africa is that of a reputation in the South African market as a company that prioritizes innovation, inclusivity, and diversity. This has allowed Nike to position their brand well, Nike has positioned itself to be a brand that is associated with many things. 58% associate Nike for a brand that is stylish, 42% for a brand that offers good quality products, 21% for a brand that is innovative and 16% for a brand that offers diversity. Over 80% position Nike as a brand that represents well the South African market and culture in its marketing strategies. When it comes to advertising, the message Nike pushes in South Africa is vastly associated with its Brand's motto that rings a bell in most minds of South Africans. 84.21% associate Nike's advertising with its widely famous Just do it Campaign, 10.53% with Play new, 5.26% with move to zero and 15.79% with Equality. With a wide range of retail stores and outlets carrying its products, Nike has a substantial presence in South Africa. 52.63% from data gathered can be seen to purchase Nike products from Nike retail stores, 21.05% from sport stores, 31.58% from online and 21.05% from bootleg stores that are unofficially Nike. In Figure 13, from the data we can see that 26.32% feel that Nike has to customize their products in the South African market. In Figure 14 we can see that 42.11% of are very satisfied with the existing customization of products by Nike in South Africa, 15.79% not answering, 26.32% not knowing, 10.53% being somewhat satisfied and 5.26% being not satisfied. However, whether they would be interested in buying more customized products 84.21% opted for yes and only 10.53% No and the others not knowing. However, though Nike has well adapted itself in South African culture cross-culturally, they are still use of English in most of its marketing, where South Africa consist various languages that they have not adapted in their campaigns. From the data above, 63.16% feel more local languages need to adopt into its advertising and campaigns.

A. LIMITATIONS OF THE STUDY

The biggest limitation for clear research is fewer candidates were available to answer the questionnaire to be able to have a fully blown analysis because of less information. It has been difficult to get data from sources to allocate data and determination. Other than that, which are capable of adversely affecting the accuracy of the results of this research work, all other errors and omissions are entirely those of the researcher.

B. CONCLUSION

The study's main objective was to investigate the significance of culture to marketing. The research provides useful insights and practical consequences for global businesses looking to thrive in cross-cultural marketing campaigns in emerging markets and culturally varied locations. According to the study's results, Nike's marketing efforts in South Africa is well connected with local culture and market demands, hence why Nike has been thus far successful in creating a connection in the South African market. Implications made by the study results, states the need for when businesses are thinking of going global, they need to look at the best practices and principles that use cross-cultural marketing to interact with varied consumers all around the world. It provides a framework, implying that cross-cultural marketing tactics are crucial for improving brand appeal and market share in culturally varied locations such as South Africa.

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AUTHORS

First Author - Tamuda Takudzwa Ngirande. Business administration Zhejiang Agriculture University. MS. Financial Statistics and Risk Management, tamudangirandel@gmail.com.

Second Author - Pevril Tatenda Mandongwe, BSc. Computer Science Weifang University, Ms. degree Tourism Management and Hospitality, Zhejiang Gongshang University, tpevril@gmail.com.

Third Author - Tinotenda Llyod Karindi, bachelor's in business administration Zhejiang Agriculture and Forestry University, Zhejiang Gongshang University, Ms. Tourism Management & hospitality Karinditinotenda@gmail.com.