

DIGITAL TRADE CONGREGATES WITH CULTURAL INTELLIGENCE: THE DYNAMICS OF CROSS BORDER E-COMMERCE

Mehra P*

Faculty of Management, Concordia University of Edmonton, Edmonton, Alberta

Abstract: Global e-commerce has evolved and has become a significant part of the international trade. E-commerce growth effects the entire world market. While technology and logistics have played an imperative role in enhancing global trade, one of the key differentiators that has emerged in businesses seeking their presence across the world has been cultural intelligence. The current study explores the intersection of digital trade with cultural awareness thus highlighting the strategic relevance of adapting diverse cultural nuances like language, values, behavioural patterns across the globe. The study delves deeper into success stories of global brands like Alibaba, Amazon and Netflix and showcases how businesses are capable of integrating cultural intelligence with their e-commerce strategies. The study also examines the challenges that arise out of cross-cultural misalignments thus leading to brand rejections and loss of reputation. As digital trade escalates around the globe, being culturally intelligent is definitely an added advantage for businesses that seek to grow..

Keywords: Digital Trade, Cultural Intelligence, Global Consumer Behaviour, Market Expansion, Cross-Border E-Commerce, Localization.

1. Introduction

1.1 The Rise of Digital Trade

Cross border e-commerce implies an online trade wherein buyers and sellers across international locations facilitate the exchange of goods and services across varied platforms (UNCTAD 2021). Over the span of the past two decades global e-commerce has evolved rapidly. Reasons being advancements in technology and mobile connectivity, applications and evolution of digital payments. This has made international digital transactions accessible and seamless. Advancement of technologies like cloud computing and Blockchain have also increased the capabilities of business. According to the World Trade Organisation sales of global e-commerce has reached dollar 26.7 trillion in 2019. Cross-border e-commerce has a substantial percentage of this figure (WTO, 2020).A Target markets across the world have been benefiting from these global and digital logistics payments and varied marketing tools (OECD, 2019). In this ever-evolving ecosystem the integration of digital systems and technologies into different models of business has led an invention of new systems of managing businesses and selling products and services. There is a need in this hour to adapt to culture

*Corresponding Authors' Email: drpreetmehra@gmail.com

intelligence as this is critical to ensure the success of global businesses. The emergence of digital technologies has given a competitive edge to global trade. It has helped in leveraging digital platforms, facilitating technological advancements and facilitating exchange of goods services as well as data across the borders (Baldwin, 2016). Digital trade has help in e-commerce transactions, cross border data privacy protections and boasting of international trade. There has been a significant escalation in the global trade and a majority of this is attributed to technologies that has facilitated cross-border trade. The population of internet and digital platforms has further redefined international trade and has led to new opportunities for businesses around the world.

1.2 The Context of Cultural Intelligence

Global trades have to face a diversity of cultural environments. These cultural environments encompass a plethora of norms and values. It also showcases a diversity in consumer behaviour. It is not an option now to navigate and understand the complexities of these diversities in fact it is something which all businesses have to adopt. Cultural Intelligence City to understand cultural context. (CQ). Cultural intelligence is vital for making sure that the digital trade strategies of businesses are in congruence with the local markets (Earley & Ang, 2003).

In today's contemporary World staying digitally connected yet culturally diverse by using digital platforms like Netflix, TikTok, Airbnb, which are not just technology infrastructure but act as cultural platforms enables creation of a higher trust and user engagement. While many businesses prioritise on utilizing technology or mining of data, high performing companies utilise cultural intelligence to avoid cultural blunders, personalize customer engagement, and build up their localization strategies.

It reflects the capabilities of a business to function in culturally diverse environments. In digital traits cultural intelligence is a very important parameter as there are very few person-to-person interactions and the possibilities of verbal conversation are few. It is imperative for businesses to develop cultural intelligence in a way that leads to a personalisation of their marketing messages digital platforms and approaches to words customer services. This should be done in a manner that represents the local cultural preferences for example language or colour may signify different meanings in different cultures wherein white is a symbol of mourning in Asian countries, in the West it may be a symbol of celebration and purity.

While designing the brand elements like the colour, logo brand companies need to understand the small symbols of cultural differences. These small things effect customer experiences build positive company relationships with their international customers. Cultural Intelligence accompanies companies in avoiding blunders that could damage their reputations. Pepsi's controversial advertisement in 2017 that was hugely criticized for violating social justice movements (Time, 2017).

2.1 Purpose of the paper

The current study aims to explore significant trends opportunities and challenges that emphasize the evolving landscape of cross-border e-commerce. It investigates how digital e-commerce is reinventing the global markets and understanding how adaptation of operational shifts is imperative for businesses and governments across the world. The study delves deeper into the concept of cultural intelligence and investigates how going local and adapting to consumer behaviour in context of local markets can drive businesses to words international success.

There seems to be extensive research on CQ in international businesses. However, few studies explicitly connect CQ with digital trade strategy adoption in e-commerce platforms. How CQ directly influences. The dynamics of digital trade is an area to be explored and has been done in the current study.

In the light of this gap, the objectives of the paper are to explore the role of cultural intelligence in digital trade study deep into the opportunities in cross-border e-commerce and the challenges involved and understand the role of technology in facilitating cross-border e-commerce.

- Explore CQ's role in digital trade strategy adaptation.
- Identify opportunities and challenges in cross-border e-commerce.
- Assess technology's facilitation of CQ-driven market expansion.

3.1 Methodology

The current study employees, secondary data sources to explore the role of cultural intelligence in digital platforms operating across global markets. Many cases were selected that focused on platforms that demonstrate cross cultural strategies, operate diverse cultural regions and have publicly available documentation. The selected cases included Netflix, Alibaba and Airbnb, therefore, representing different sectors like streaming media, e-commerce, and other services, each within a significant global reach and indicative of adapting, the strategies, data was sourced from a range of credible secondary material, including annual reports, press releases, interviews, official blogs, and media coverage from different outlets.

The first section focusses on the different components of Cultural Intelligence and the subsequent sections focus on understanding the role of Cultural Intelligence in digital trade, Opportunities in Cross-Border E-Commerce, Leveraging Cultural Intelligence for Competitive Advantage, Leveraging Cultural Intelligence for Competitive Advantage, Difficulties in Cross-Border E-Commerce and case discussions.

4.1 Understanding Role of Cultural Intelligence in Digital Trade

Cultural intelligence is the ability to function effectively in different environments. It basically consists of four different components;

4.1.1. Metacognitive CQ: this is basically the ability to think about cultural instructions. It assists individuals to predict the cultural differences involved and change their behaviour accordingly.

4.1.2. Cognitive CQ: cognitive CQ basically means a person's knowledge about different values, norms and conventions of a culture. This knowledge would basically help people in understanding the different behavioural patterns of a culture.

4.1.3. Motivational CQ: this emphasises a person's motivation to adapt to different cultural contexts. It also shows the willingness of people to learn from different cultures.

4.1.4. Behavioural CQ: the dimension refers to a person's ability to alter his communication styles to fit into the different cultural parameters of the surroundings.

When we talk about digital trade the tendency of face-to-face interactions are very limited and this is the point when cultural intelligence really becomes very important. When businesses are designing customer experiences, user-generated content and different marketing campaigns, they need to resonate with different types of customers and it is the quality of cultural intelligence that adds to the competitive edge of a business.

5.1 Role Of Cultural Intelligence in Digital Trade

Cultural intelligence plays an imperative role in shaping digital businesses. Companies which adopt cultural intelligence have a chance of improved marketing strategies, better customer experiences and escalated trust with their international customers.

Some of the advantages of adapting to cultural intelligence include:

5.1.1 Personalised local User Experience

An imperative aspect of cultural intelligence in digital trade is designing of digital interfaces that are culturally adaptable. For example, the colour symbolism can actually affect how people think about the brand personality. In some cultures, like explained earlier, white may represent purity and in others it may represent morning (Mooij et al., 2019). By paying attention to cultural differences, businesses can work on values, cultural nuances, and can work on designing of websites, applications as well as other marketing material.

5.1.2 Marketing Sensitive Campaigns

A marketing campaign should be designed in a manner that takes care of cultural preferences campaign that is successful in one country might face a backlash in another one if cultural sensitivities are ignored. While designing marketing communications it is imperative that companies have to take care of cultural awareness.

5.1.3 Customer Service and Trust Building

There are some cultures which are very transparent and clear. In these cultures customers expect clear marketing campaigns with absolute transparency. This could include clear product guarantees and return policies. Businesses must make sure that they are culturally intelligent enough to make the unique needs of these markets. Being culturally sensitive not only helps the business and flourish but it also helps in becoming a global brand.

5.2 Mc Donald's in India and Cultural Intelligence

McDonald's is a fine example of how cultural intelligence was adapted to meet the local preferences of Indian people. McDonald's altered its menu as per the local preferences of the Indian people. Products were excluded on a platter of vegetarian options were added in the menu. This reflects the cultural intelligence of McDonald's and the reason of its success in the Indian market. Localised menu included basic options like Aloo Tikki burger and at very reasonable prices.

6.1 Opportunities In Cross-Border E-Commerce

There are several opportunities in cross-border e-commerce. Few of them have been discussed below.

6.1.1 Expansion of markets

What are e-commerce offers businesses with stupendous opportunities for expanding their markets. The internet and mobile devices have pushed the growth of online shopping or e-commerce on a global platform. As per e-marketer, the global B2C e-commerce sales are expected to reach \$9 trillion by 2032.

Reaching in global e-commerce businesses have an access to untapped markets and segments. It also enables businesses to overcome the basic high start-up costs, overcome the geographical restraints and reach inaccessible markets and segments. To reach global customers and positioned themselves in the global competitive markets. Personalisation adds a dash of global companies meeting the local needs.

A majority of segment across the world is looking forward towards personalisation of consumer goods and services.

6.1.2. Portfolio Expansion

Cross-border e-commerce also offers businesses with ample opportunities for expanding into newer markets and segments. Piece of diversification and portfolio expansion also lies there. Please to an increase in the revenue streams as businesses don't have to just rely on domestic markets. Venturing into international markets leads to escalation of revenue streams as well. Relying on just the domestic market may increase the vulnerability of a business. The domestic market might be affected by economic fluctuations political instability and falling market share. Not to mention the increasing competition over a period of time might also affect the businesses. Diversification enables a long-term sustainability and growth for a business.

6.2 Alibaba's international expansion

Alibaba expanded into international markets by leveraging its technological infrastructure and the power of its diversity. It has a significant market base in Asia, Europe and other global regions. It escalated into becoming one of the best global e-commerce companies across the world and as a result build a significant revenue base. Alibaba's market share significantly over the past few years because of its global reach and diversification approach (Alibaba, 2021).

7.1 Leveraging Cultural Intelligence For Competitive Advantage

Global businesses the display a significant amount of cultural intelligence, definitely have an edge over their competitors especially in the global market. By adapting cultural preferences and personalising products, services, marketing strategies, marketing campaigns as per the needs of the local market businesses can become capable of establishing strong customer bases and building customer trust. Meaningful customer relationships can be developed by proper use of cultural intelligence. The needs of diverse consumer markets have to be met in a personalised manner.

7.2 Netflix Personalisation Strategy

Netflix personalisation strategy has definitely gone a long way in making it a successful company. It's perfect localisation strategy has attributed to its global success. Netflix has tailored its content as per the preferences of the local audience. An extensive marketing research goes into understanding the choices, preferences of the people of the country in which Netflix plans to showcase its content. Content, documentaries, movies, series are chosen according to the preferences of a country. Recognising and understanding the cultural differences across countries has gone a long way for

Netflix to establish its brand on a global platform. (<https://www.weglot.com/blog/netflixs-localization-strategy>). Netflix has witnessed an increase in their subscription sales in segments where they personalised trailers and promotional banners utilizing data from the viewer profile.

8.1 Difficulties In Cross-Border E-Commerce

Most imperative challenges in cross-border terrorism is understanding the legal and regulatory environment of different countries every country has its own set of legal rules, import export restrictions, data privacy, customer protection laws, tariffs, quotas, safety regulations and labour laws. In complying with these different legal regulations is very important for businesses. If these things are not taken seriously companies may have to pay legal penalties.

Oh one of the most significant challenge could be understanding the different tax laws in different countries. The European Union for example has calls sales tax that applies mostly to digital companies. This may require them to pay taxes based upon revenue generated within a particular region. Cross-border transactions may also lead to managing of the business in different currencies and this may also lead to complexities in pricing of a product and conversion of currencies.

8.2 European Union General Data Protection Regulation (GDPR)

European Union's General Data Protection Regulation (GDPR) presents a significant challenge for all the businesses that are involved in a cross-border e-commerce trade. The regulation mandates stricter data privacy measures for businesses handling the personal data of European Union citizens. Businesses which failed to meet the GDPR requirements can face heavy fines as well as a damage to their reputation. For example and Airways was fined euros 20 million for a personal data breach in 2018. Of around four lakh customers was violated. This highlights the need to understand the local data protection laws and make sure that there are security measures in place while running a business in a particular country.

9.1 Supply Chain and Logistic Challenges

Supply chain management and logistics remains a significant challenge in cross-border e-commerce. There is a need to ensure efficient international shipping and custom clearance in businesses. There is a need to ensure that products reach the customers in a timely and cost-effective manner. Delays in shipping costs can lead to a fall in the customer satisfaction, drop in the market share and a significant drop in the profitability.

Avengers of global e-commerce are the custom procedures of different countries. Businesses need to have a significant knowledge of tariffs, import export procedures, shipping regulations and costs involved. This can differ country to country, market to market. In certain cases a failure in logistics management can lead to longer shipping times and may affect the customer satisfaction levels.

9.2 DHL's Cross Border Solutions

DHL has been a global leader in logistics. It has focused upon development of its specialised logistics services. The company has partnered with local logistic providers and has been efficient enough to handle customer clearances. This way it has been able to minimise the time and costs and provide efficient services and experiences to its businesses as well as customers. (<https://www.dhl.com/global-en/microsites/ec/ecommerce-insights/about-dhl-ecommerce.html>)

10.1 Cultural Intelligence Barriers

Cultural differences can lead to misunderstandings in some cases and this can significantly impact the cross-border trade. The lack of face-to-face interaction in digital commerce basically means that there might be a possibility of a cultural mistrust. In culture such as Japan and China non-verbal cues and implicit communication may be preferred by customers where as in countries like United States of America and Germany a direct and explicit communication may be preferred. These differences can lead to misunderstandings and has damaged the reputation of a business. It is very important to understand the small aspects of cultural intelligence.

10.2 Dunkin donuts exit from India

Dunkin donuts entered the Indian market with high hopes of being successful in the market. A huge variety was offered in the donuts. The Indian people loved these offerings initially but gradually the sales started falling. The company failed to understand the difference in the culture and indirectly the consumer behavioural patterns of Indians. India has a huge availability and liking for the traditional sweets. Highly priced donuts hardly provided an alternative. Donuts are sweeter and hardly an option for a breakfast or a after meal snack as positioned by Dunkin Donuts. Moreover the company opened its outlets in expensive areas and had to incur huge expenses for opening and maintaining these outlets. The costs were very high and the sales did not pick up as predicted. As a result the company had to shut down its outlets in a very quick period of time. This depicted a lack of cultural intelligence on part of the company that Indians will accept donuts like any other country.

10.3 Walmart's Failure in Germany

Walmart's failure in Germany is a perfect example of cross cultural intelligence failure. The company's successful practices that were a huge success in the USA clashed with the German labour norms. They failed to understand and adapt the local preferences as well leading to their eventual failure and withdrawal in 2006 (Christopherson and Susan, 2007).

11. Role of Technology in Facilitating Cross Border E-Commerce

Technology plays an imperative role in facilitating cross border e-commerce. Some of these ways have been discussed below:

11.1 Machine Learning and Artificial Intelligence

Artificial intelligence has the potential to revolutionise cross-border e-commerce by improving the forecasting, customisation and escalation of operational efficiency. There are few algorithms that can collect and analyse huge amounts of customer data to manage customer behaviour thus enabling personalisation specially in providing recommendations. Also, artificial intelligence-based chat bots can push customer service to a level where in a prediction of purchasing behaviour can be done and customer service can be enhanced by providing full and real-time support especially in different languages. This will enable companies to have a global audience.

There is also the probability of machine learning models that assist in forecasting demand and help businesses in making an estimate of the trends and also making good use of inventory. By using artificial intelligence and machine learning these e-commerce platforms can work on improving delivery times, reduce overstocking of stock, and minimisation of stockouts thus resulting in low costs and improved satisfaction of the customers.

Alibaba's Artificial Intelligence Powered Tools

Alibaba has been able to make an effective use of artificial intelligence tools in order to assist cross-border trade. The company has been able to overcome various challenges of localisation and have been able to overcome language barriers as well. Alibaba's artificial intelligence translation tools effectively assist in translating product descriptions into different languages this ensuring that traders can reach out to customers in diverse markets without actually relying on other ways of translation. These artificial intelligence-based tools have also helps in streamlining operations and have reduced the time and cost needed to reach out in international markets

11.2. Personalisation techniques

Personalisation and localisation technologies play a significant role in adapting to the international markets. These may include software is that helps in cultural adaptation and automated language

translation tools. This may allow businesses to personalise their product to the local preferences and understand local languages and cultural nuances.

Netflix's Personalisation

Localisation technologies have helped it in adapting to different regional preferences. Netflix uses advanced transitional tools to make itself culturally aware. This may add a additional knowledge about cultural nuances and aligning of the user interfaces, subtitles, dubbing with the local cultural preferences. This approach has contributed in Netflix's success especially in the international markets and has helped in making it a global brand.

11.3 Blockchain Technology

Transparent and secure transactions are enabled by blockchain technology. These technologies assist in effective cross-border payments and supply chain management. Blockchain can be used for verifying transactions making payment secure and traceable. Either way this reduces the chances of fraud, privacy breach, and escalates the trust consumers have a brand.

Blockchain technology is also provide a real-time tracking of products as they move across international borders. This definitely ensures accountability as well as transparency especially in case of industries like pharmaceuticals and food and beverages where the integrity of supply chain is essential especially across the international borders.

12. Future Trends In Cross-Border E-Commerce

Future trends in cross-border e-commerce has been discussed below.

12.1 Sustainability And Business Ethics

These days there is a heavy demand for ethically sourced products as well as sustainable products. Consumers all across the world are becoming conscious of these products. Irrespective of international borders consumers are prioritising environmental preferences while buying products and services. As a result all companies are paying attention to their ethical standards, sustainable sourcing, sustainable packaging, eco-friendly practises, and fair information of these products to the customers.

Patagonia's Ethical Business Practices

A leading example of sustainability and ethical practises is Pantagonia. Has been able to build a brand based upon sustainability. By the usage of ethically sourced and environment friendly materials, fair labour practises, and recycling through its 'Worn Wear' programme Patagonia has encouraged its

customers to buy used clothing instead of new products. Its commitment to sustainability has been encouraged by consumer throughout the globe and has contributed to the success of the company (<https://www.patagonia.com/our-footprint/>).

12.2 Social Commerce

Social media has risen and has given birth to social commerce. Here social media platforms act both as marketing channels as well as sales channels. In cross-border e-commerce these platforms allow businesses to communicate with international audiences in a very authentic way. It makes use of influencers who are popular and have huge fan followings on different platforms like YouTube, Instagram, TikTok and in a way promoting companies products to customers across different geographical boundaries irrespective of their ethnicity.

Consumers have a tendency to trust the recommendations of the influencers more than the trust the traditional advertisements on television, radio or print. So, by collaborating with these influencers Brands can build a stellar image in international markets.

Zara's Brand Image

Zara a global brand, has embraced influencer marketing by collaborating with local influencers and utilising different platforms for making its brand visible and popular. It has also helped Zara in connecting to the local preferences and positioning themselves as a global brand.

12.3 Cultural Intelligence Adaptation

With the tendency of cross-border e-commerce to grow the relevance of cultural intelligence adaptation will become even more imperative. There will be a need for companies to invest in training and development programmes for its employees so that they learn about the importance of cultural differences and the need for cultural adaptation. This training will help global businesses to adapt to the different international markets. They will be able to understand the complexities of global markets and the way to see different consumer segments.

McDonald's Cross-Cultural Training

McDonald's has inculcated cultural intelligence in its global operations. The company facilitate its employees with cultural intelligence trainings and helps them in understanding the local preferences so that they are able to understand the consumer patterns across different cultures. This training has been instrumental in McDonald's success in international markets. From adapting to the local culture and creating a localised menu McDonald's has even paid attention to offering localise customer services in

few countries. Thus, embracing cultural intelligence McDonald has been able to position itself as a global leader.

13. Conclusion

The analysis of the cases In the study reveals several recurring patterns in the application of cultural intelligence that lead to the strategic success of companies. Common practices includes localised, product, offerings, culturally designed marketing campaigns, multilingual, customer support and flexible adaptation of digital platforms. Firms such as Amazon and Alibaba enhance the strategic leverage of cultural intelligence by using data mining and digital tools to anticipate consumer behavioural pattern and leading to increased user engagement across diverse markets. The potential of integrating culturally intelligence strategies with the digital trade.

Netflix approach in International markets, prioritising global uniformity over local preferences. Initially let us lower adoption and Limited engagement, which was later reversed after a deep understanding of local preferences was done, and efforts were made to engage the customer with the brand. Broader lesson emerge from the discussion. Firms must balance the global standardisation with customisation leveraging of consumer behaviour insights must be done. Adoption of cultural norms and understanding into digital tools can enhance customer responsiveness and can replace human insight into the cultural context.

As digital trade continues to evolve across the world, the ability of companies to adapt to cultural nuances will definitely define their position in the global market. Cultural intelligence when combined with effective digital trade strategies helps global businesses to build an environment of trust, create customer loyalty and design culturally sensitive marketing campaigns that reflect the sentiments of customers across the world.

Technology facilitated by artificial intelligence, blockchain and localisation and personalisation tools play a very important role in overcoming local barriers. It helps businesses in understanding local preferences. An understanding of cultural nuances helps businesses in tailoring their products and services as per the local needs. Blockchain as well as localisation tools also helps businesses in overcoming different barriers involved in cross-border e-commerce, helps them in streamlining their operations, lowering down their costs and improving customer satisfaction.

This is definitely an indication that cross-border e-commerce holds promise especially if it is coupled by social commerce, influencer marketing that will enable businesses to touch the local people. Adapting sustainable practises and eco-friendly packaging will also go a long way in making business is successful especially at an international level.

Being culturally intelligent is definitely a key driver of success for a business and if balanced with technology and sustainability, it can definitely lead to success in the international markets. By investing in these areas of business can ensure that it stays interconnected with its people in this global market.

14. Recommendations

Based on the study we have come up with the following recommendations. Firstly businesses should prioritise cultural intelligence training for their employees. Especially the employees which are involved in international global operations need to have a deep understanding of cultural norms and values. This definitely is essential for building strong customer relationships and can go a long way in avoiding mistakes that can harm the reputation of companies.

Secondly, if a business wishes to expand it has to go for adaptation of personalisation and localisation technologies such as culturally adaptive platforms and automated translation tools. This way a business will be able to ensure that they are able to design customise digital experiences which have a reflection of their local languages and customs. This will definitely escalate user satisfaction and will lead to an increase in the conversion rates as well.

Thirdly, as consumers become more and more aware about environment and social issues it is imperative for the businesses to incorporate sustainable practises into their business processes. Committing to the environment, adopting environmental friendly practises, eco-friendly packaging, and sustainability can help win them loyalties and also act as a point of differentiation in the market.

Finally, the usage of artificial intelligence and blockchain technologies will help businesses in streamlining their processes, lower the cost of operations, improve the services provided to the customers and enhance effectiveness of transaction costs. Artificial intelligence can be used to personalise customer experiences and provide secure as well as transparent transactions which can win over the loyalty of the customer. This can lead to an enhancement in the business of global companies.

By the effective adoption of the above strategies global businesses can position themselves as global leaders and can take the advantage of growing opportunities in cross-border e-commerce. They can thrive in the increasingly globalised digital economy.

15. Limitations of the study

The study relies mostly unavailable case reports and secondary sources which may limit the depth of the findings. The absence of primary data such as interview interviews with managers or consumers

constraints. The ability to capture real-time conceptual insights into how cultural intelligence is applied in digital strategy. Future research would benefit from incorporating primary or quantitative data to validate and enrich the conclusion drawn from secondary sources.

References

Alibaba Group. (2021). Annual report 2021. <https://www.alibabagroup.com/en/ir/homeeMarketer>. (2021). Global e-commerce forecast 2021. <https://www.emarketer.com/content/global-ecommerce-forecast-2021>

Alsen, M. (), Decoding Netflix's Global Success: The Power of Localization, available at <https://www.weglot.com/blog/netflixs-localization-strategy> Accessed 23 May, 2015.

Baldwin, R. (2016). The great convergence: Information technology and the new globalization. Harvard University Press.

Business E-Commerce Sales and the Role of Online Platforms, UN Trade and Development retrieved from <https://unctad.org/publication/business-e-commerce-sales-and-role-online-platforms> Accessed May 20, 2025.

Christopherson, Susan, Barriers to Us Style Lean Retailing: The Case of Wal-Mart's Failure in Germany (July 2007). Journal of Economic Geography, Vol. 7, Issue 4, pp. 451-469, 2007, available at SSRN: <https://ssrn.com/abstract=1155691> or <http://dx.doi.org/10.1093/jeg/lbm010>

De Mooij, M. (2019). Global marketing and advertising: Understanding cultural paradoxes (5th ed.). Sage Publications.

Earley, P. C., & Ang, S. (2003). Cultural intelligence: Individual interactions across cultures. Stanford University Press.

Everything we make has an impact on the planet, available at <https://www.patagonia.com/our-footprint/> Accessed 27 May, 2015.

From Sole Merchants to Corporations, We Keep Your Business Moving, available at <https://www.dhl.com/global-en/microsites/ec/ecommerce-insights/about-dhl-ecommerce.html>

OCED (2019), Unpacking E-commerce Business Models, Trends and Policies, OCED Publishing, Paris, available at <https://doi.org/10.1787/23561431-en>. Accessed 26 May, 2025

Time. (2017). Pepsi ad accused of trivializing social justice movements. Time. <https://time.com/4719223/pepsi-ad-controversy-kendall-jenner/> Accessed 22 May, 2015.

World Trade Organization (WTO). (2020). World Trade Report 2020: The Future of Services Trade. https://www.wto.org/english/res_e/reser_e/World_Trade_Report_2020.pdf Accessed 24 May, 2025.