

Marketing Strategies of Enterprises' International Development in a Digital Environment: A Literature Review Based on Cross-Cultural Social Media Communication

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Abstract. Digital transformation has reshaped firms' international marketing practices, with social media emerging as a vital communication channel for global brand outreach, yet cross-cultural frictions often weaken marketing effectiveness. This paper adopts the literature review method. By sorting out studies collected from mainstream academic databases, it explores digital international marketing, cross-cultural social media communication and corresponding corporate strategies. It first analyzes how digital platforms and big data analytics remodel traditional ways to enter foreign markets, pushing firms to focus more on long-term brand relationship building. Drawing on cross-cultural dimension theories, this work discusses how cultural differences exert moderating impacts on marketing performance, and explores the balance between global standardization and localized operation. It further investigates creator collaboration and interactive two-way social media tactics, with special focus on resource-constrained small and medium-sized enterprises. This literature review also highlights the value of combining digital capabilities with culture-responsive marketing practices during overseas expansion. Such integration enables firms to lift audience engagement, strengthen brand trust and adapt marketing plans to diverse consumer contexts. Finally, this review identifies research limitations including scarce cross-national comparative evidence and insufficient studies on long-term brand reputation. It also offers suggestions for future empirical exploration.

Keywords: Digital marketing, Cross-cultural social media communication, Enterprise internationalization, Glocalisation

1. Introduction

1.1. Research background and significance

Digital-driven shifts have brought substantial adjustments to operational patterns for international enterprises operating across global markets. Social-media channels have grown into indispensable communication vehicles, allowing brands to establish connections and conduct interactions with overseas consumer groups. Nevertheless, cultural disparities across national contexts frequently prevent global digital marketing initiatives from delivering anticipated outcomes, creating tangible

practical hurdles for cross-border business activities. Against such real-world industrial circumstances, this study aims to identify practical approaches that help enterprises enhance the performance of their overseas digital marketing activities. Adopting the literature-review approach, this paper sorts through existing practical challenges within this field and offers actionable insights for enterprises pursuing international digital development.

1.2. Three core research questions

- In what ways does digital transformation reshape enterprises' overseas market-entry approaches and their organisation of international marketing communication activities?
 - To what extent do cross-cultural differences shape real-world implementation and overall operational outputs for digital marketing practices within cross-border business environments?
 - What practical roles can social-media platforms play in supporting global brand development and sustaining firms' international expansion processes?

1.3. Literature selection standard

The theoretical analysis of this paper draws upon high-quality, peer-reviewed academic publications. All source materials are English journal articles retrieved from three widely-recognised academic databases: Web of Science, ScienceDirect and Google Scholar. Six core papers provide foundational support for the theoretical framework of this research. Beyond these key works, this literature review incorporates a broad range of relevant scholarly studies to enrich and expand the scope of the analysis.

1.4. Paper structure arrangement

This paper follows a logically coherent structural framework to organise its content. Chapter Two explores how continuous advances in digital technology have altered international marketing strategies. Built upon Hofstede's cultural theory as its primary analytical foundation, Chapter Three examines how cross-cultural factors shape real-world performance outcomes of cross-border digital marketing. Chapter Four assesses the practical value and functions of social media in facilitating enterprises' global brand-building efforts. The concluding chapter summarises core research findings, points out the inherent limitations of this investigation, and proposes potential directions for future scholarly inquiry.

2. The evolution of international marketing strategies under a digital background

2.1. The subversion of traditional international marketing models by digital technology

Traditional analytical frameworks governing cross-border marketing activities have long been restricted by geographic limitations and the need for significant physical investment in foreign markets [1]. In this traditional business context, companies mostly expand their global reach by setting up overseas branch institutions or building cooperative partnerships with local regional agents. Such traditional expansion modes require massive financial resource inputs and expose businesses to diverse operational risks brought by cross-border physical layout and resource deployment. As a result, the internationalization progress of most enterprises used to advance at a moderate and gradual pace, which aligns with the resource-dependent expansion logic proposed in classic international business theories.

Recent advances in digital technology have rewritten the traditional rules of cross-border business operation and corporate global expansion [1]. Greatly reduced transaction costs and streamlined cross-border coordination have freed firms from reliance on large-scale physical investment and local facility deployment in target markets. Unlike traditional multinational companies that expand overseas step by step, many digitally born enterprises adopt a global market orientation from the start of their founding, breaking the conventional incremental internationalization development model [1]. Digital-enabled disintermediation reorganises internal and cross-border workflows and strengthens the practical value of non-equity entry modes such as direct exporting. Although geographical influences on cross-border trade are weakened, national formal and informal institutional systems still generate tangible constraints for international operators in the digital era, which cannot be fully neglected [1].

2.2. Digital platforms as new channels to enter foreign markets

Digital platforms constitute alternative virtual entry pathways for organisations pursuing international market development, providing practical substitutes for conventional physical-oriented market-entry mechanisms [1]. Prior research summarises three typical digital-oriented strategic orientations for international operating firms: owning and running independent digital platforms, acting as participant users on existing global platforms, and conducting comprehensive digital transformation for legacy traditional businesses [1]

For the majority of traditional export-oriented enterprises and small-and-medium-sized organisations, participating as platform users represents the most accessible strategic choice. Instead of constructing local operational infrastructure abroad, these firms can reach large-scale overseas consumer groups through third-party global digital ecosystems [1]. This channel mode effectively lowers the capital threshold for foreign-market access and facilitates lightweight international expansion. Nevertheless, practical risks accompany these new opportunities. Firms utilising platform channels are required to cope with fierce intra-platform market competition, institutional gaps between home and host markets, as well as potential channel conflicts with pre-established offline overseas distributors [1]. Accordingly, access to digital platform channels alone cannot guarantee satisfactory international marketing performance.

2.3. Data analysis and precise digital marketing improve operating efficiency

Digital platforms create feasible access routes for overseas market participation, while big-data analytics further promote operational optimisation within international marketing practice [2]. Enterprises are able to collect multidimensional behavioural information from cross-border digital touchpoints, including user browsing trails, clickstream records, search intentions, social-media feedback and historical transaction data [2]. These varied data sources allow businesses to build complete consumer portraits and identify distinct preference patterns across dispersed overseas customer segments

Marketers can leverage these consumer-oriented insights to carry out data-driven audience segmentation and tailor-made marketing plans. Instead of delivering identical promotional materials to every overseas audience group [2], firms can adopt targeted communication strategies. This approach cuts down unnecessary spending on scarce marketing resources, raises how relevant marketing messages feel for target audiences, and drives stronger conversion results. Besides, modern big-data analytics enables enterprises to monitor and analyse the full consumer journey in international markets in real time. Marketing teams can spot operational bottlenecks at each phase of

customer engagement, re-allocate resources according to real-time market conditions, and keep enhancing the overall efficiency of international marketing by means of iterative adjustments and practical testing [2].

2.4. Strategic shift: from single product promotion to global user relationship and brand value building

Advancements in digital infrastructure and data-processing capabilities have reshaped the strategic logic of corporate international marketing activities [2]. Traditional cross-border marketing practices tend to centre on physical goods. Under such models, enterprises focus on selling tangible merchandise to foreign purchasers to secure immediate sales-driven revenue growth.

Within today's digital business environment, product-centred promotional tactics can no longer underpin firms' long-term competitive edge in worldwide markets. Big-data solutions empower brands to deliver customised services and sustain ongoing two-way communication with overseas consumers across varied geographic areas. These efforts can boost user engagement and cultivate stable customer loyalty [2]. Viewed within the broader international business ecosystem, modern firms need to maintain durable interactive bonds with end-user groups and diverse industry stakeholders, rather than limiting operations to product sales and order fulfilment [1]. Sustained customer-relationship management acts as a fundamental condition for accumulating enduring global brand equity. Driven by such industry-wide shifts, international marketing strategies have gradually moved away from transaction-focused product selling towards relationship-oriented global brand development. Social media serves as a critical enabler for this strategic reorientation. It offers enterprises a primary channel to preserve connections with overseas audiences and carry out cross-cultural marketing communication. For this reason, the subsequent chapter explores how cultural disparities shape real-world social-media marketing outcomes.

3. Cultural influences on cross-border social-media marketing

3.1. National cultural dimensions as theoretical framework for cross-border social media marketing

National culture constitutes the deep-seated set of shared values and beliefs that shape consumer cognition, preference, and behaviour within a given market, which serves as the fundamental analytical lens to interpret audience feedback toward cross-border brand communication on social-media platforms. National-level cultural traits can explain why identical marketing content may generate highly divergent responses among consumers located in different overseas markets [3]. This framework extends Hofstede's classical cultural-dimension theory and highlights that power distance, individualism-collectivism as well as uncertainty avoidance exert observable influence over how social-media users process brand-related information, evaluate symbolic content and engage in online interactions with corporate accounts.

When Chinese brands roll out international social-media campaigns, they are not merely delivering product-centred promotional messages, but transmitting value-laden symbolic narratives embedded within domestic cultural backgrounds. Lin and Lou emphasise that marketers should avoid the assumption that consumer psychology operates uniformly across geographically separated markets; even visually similar short-video posts may trigger varied emotional reactions owing to gaps in cultural value orientations. For instance, content highlighting collective honour and group-oriented storytelling tends to resonate better within collectivism-oriented societies, whereas

individual-focused self-expression appeals more effectively to audiences from highly individualistic cultural contexts.

From the perspective of practical brand management, the cultural-dimension framework provides analytical standards rather than rigid decision-making rules. It enables marketing practitioners to identify potential cultural friction points before content publication, instead of simply judging marketing success only by basic operational indicators such as post views or click volume. Without such theoretical reference, enterprises may mechanically replicate domestic viral content for foreign platforms and overlook implicit cultural barriers, which lay hidden risks for failed overseas social-media communication.

3.2. Empirical evidence for cultural discrepancies constraining cross-border social-media conversion

The above-mentioned theoretical inference regarding cultural influences on consumer behaviour has obtained empirical support from studies focusing on the digital-marketing performance of internationalised enterprises. Studies have shown that promotional content developed according to domestic cultural logics, without targeted adjustments, will lower user trust, reduce public willingness to participate in online discussions, and eventually damage conversion outcomes of overseas social-media campaigns [4]. Cultural conflicts do not always lead to obvious public controversies. More commonly, their negative impacts remain implicit, reflected by low interaction volumes, passive browsing behaviour, and users' reluctance to complete subsequent purchasing actions.

Cultural differences act as moderating factors rather than direct causes of marketing failure. That is to say, high-quality product performance cannot fully offset communication losses brought by socially inappropriate social-media materials. Quite a number of Chinese brands deliver competitive product quality in global markets, yet fail to convert platform exposure into stable brand loyalty. One major reason lies in the mismatch between their social-media outputs and local audiences' habitual ways of interpreting symbolic information. Such cultural incompatibility can appear in numerous details, covering visual symbols, narrative structures, festival-themed marketing schemes, as well as interactive tones between brands and their followers.

For ordinary social-media users, cultural influences mostly function on a subconscious level. Audiences rarely put forward explicit objections against brand posts from the cultural perspective, but their actual consumption choices reflect such implicit psychological resistance. As a result, simple post-event data statistics are insufficient to locate cultural-adaptation defects. Enterprises need to combine platform operational data with cultural background analysis, so as to detect invisible restrictions brought by cross-market cultural gaps.

3.3. Standardisation localisation dilemma and practical adaptation for international social-media marketing

Enterprises expanding into culturally diverse overseas markets will inevitably face the classic strategic trade-off between marketing standardisation and localisation. Two mainstream strategic logics for cross-border digital branding have been summarised in existing literature [5]. Standardisation strategies aim to maintain unified global brand positioning, pursue cost advantages and realise consistent brand images across multiple regions. Localisation strategies, on the other hand, advocate modifying communication content and operational modes to fit specific market contexts. Neither of these two extreme strategies can adapt to all market conditions. Blind pursuit of

standardisation ignores cultural diversity among overseas consumers, while complete localisation may dilute core brand connotations and bring repeated operational costs for multinational firms. Under such circumstances, the glocalisation strategy, which combines global unified positioning with local targeted adjustments, becomes a feasible solution for social-media operations. It preserves core brand identities while partially adapting communication elements to local-market demands.

Research data collected from European export-oriented enterprises suggests that social-media localisation work goes far beyond basic text translation [6]. It requires comprehensive adjustments in multiple layers, including textual expressions, symbolic design and value-oriented narrative frameworks according to cultural features of target countries. Based on questionnaire surveys among medium-sized and large Polish export firms, the study confirms that culturally adapted social-media content helps improve brand performance in foreign markets. Nevertheless, positive marketing outcomes cannot be guaranteed merely by producing culture-friendly materials.

How firms arrange internal power and control mechanisms also greatly shapes cross-border social-media marketing effectiveness [6]. Highly centralised management, where the headquarters strictly controls all overseas social-media outputs, limits local branches' flexibility in responding to cultural contexts and thus undermines communication performance. Still, granting full discretionary power to external local partners also creates obvious risks. Excessive reliance on local influencers and third-party agencies may weaken brand-equity accumulation, because external collaborators may prioritise self-promotion rather than accurately conveying brand values. A balanced management model is therefore recommended: the headquarters keeps control over core brand positioning, while granting local subsidiaries appropriate decision-making space for content adjustment and real-time user interaction.

Although the empirical conclusions above originate from European enterprise samples, they still deliver practical insights for Chinese brands carrying out social-media international expansion. When implementing glocalised social-media strategies, firms need to distinguish unchangeable core brand assets from adjustable communication components. Core brand values and brand personalities should remain consistent worldwide. In contrast, creative presentation forms, narrative perspectives and interactive mechanisms need corresponding cultural revisions for different target markets. Meanwhile, enterprises must adopt a cautious attitude towards cooperation with local content collaborators, set up complete content-review procedures, and avoid over-dependence on external parties to complete brand-building tasks. Through well-designed content localisation and reasonable allocation of internal decision-making power, brands can mitigate adverse effects caused by cross-cultural gaps and achieve better overall performance on overseas social-media platforms.

4. Social media communication strategies for enterprise internationalization

4.1. Core value of social media in global brand dissemination

Digital-driven shifts in global business settings have reshaped how brands communicate across international markets. Traditional cross-border branding relied heavily on standardized mass-media advertising. These tactics delivered one-way brand messages to foreign audiences, offered little room for two-way exchanges, and failed to cater to varied local market demands. The rise of social media platforms has removed many geographical and communication barriers for international brand promotion. It enables multinational enterprises to engage in dynamic two-way interactions with worldwide consumer groups. This major shift not only improves how cross-border information circulates, but also reshapes the core logic behind building and sustaining stable consumer-brand bonds across diverse global markets.

Global branding built upon social media carries a unique competitive edge: it helps develop relational social capital within transnational online brand communities. Past academic studies show that key social-capital components, including shared community objectives, interactive reciprocity norms and unified group perceptions, can spark consumers' emotional attachment toward brands and encourage active participation in community activities. Positive user experiences of this kind can trigger organic word-of-mouth and brand advocacy. Multinational brands can thus expand market influence through organic growth, instead of relying on large-scale paid promotional spending. Even so, the marketing performance of such social capital varies greatly across cultural contexts. In collectivist Eastern markets, interpersonal and community trust plays a vital role in strengthening consumers' brand recognition and loyalty. By contrast, this trust-driven mechanism brings limited marketing returns within individualistic Western market environments [7]. Such sharp cultural differences indicate that one-size-fits-all social-media marketing tactics cannot support global brand operations. Businesses must carry out context-specific local adjustments to maintain steady and effective cross-border brand communication.

While social media delivers substantial advantages for cross-border brand outreach, firms may misjudge real marketing outcomes if they over-focus on superficial platform metrics. In real-world business practice, numerous multinational corporations assess overseas marketing performance only through visible platform interactions such as likes, comments and shares. Yet consumer engagement inside online brand communities is a multi-faceted concept. It covers emotional attachment, cognitive recognition and behavioural involvement. Plenty of overseas silent users maintain deep emotional and cognitive connections with target brands, even without leaving explicit interactive traces. Existing scholarship divides community-based consumers into three categories: emotional participants, cognitive thinkers and behavioural activists. Each group follows distinct developmental paths toward brand loyalty [8].

Global brand operators should move past simplistic evaluations built on isolated metrics. Instead, they ought to adopt multi-faceted assessment frameworks that take consumers' emotional perceptions, cognitive stances and real-world behavioural feedback into account. Such a holistic assessment approach delivers a more authentic picture of how international brands interact with their overseas consumer bases. When firms refine their evaluation standards, they gain the capacity to revise and refine their cross-border social-media marketing tactics in response to shifting market realities. These continuous revisions allow global brands to maintain lasting competitive advantages within the intricate, ever-changing international business ecosystem.

4.2. Typical cross-cultural social media operation strategies

For global brands trying to reach consumers abroad, working with social media creators has proven to be a highly effective way to enter overseas markets. Traditional mass-media advertising, by contrast, pushes the same brand message to a large and mixed audience. Influencer marketing works differently. It relies on the close relationships creators already have with their followers online, and through those connections brands can reach specific groups of overseas consumers without spending heavily on offline media. But simply partnering with famous creators does not mean a brand will get stable, long-term results, especially when markets differ so much in culture and values.

To understand why influencer marketing works the way it does, human-brand theory offers a useful lens. Social media creators themselves function as human brands, and they build emotional bonds with followers by meeting three psychological needs: the desire to be inspired by an ideal self, the sense of belonging to a group, and the feeling of personal competence [9]. Once followers feel emotionally close to a creator, that feeling tends to rub off on whatever products or brands the

creator recommends. This transfer effect is the core reason why influencer endorsements often feel more persuasive than ads that come directly from a company. Importantly, these emotional bonds grow out of who the creator is as a person and the quality of their content—not out of how many followers they have. This means brands picking creators for cross-border campaigns should care more about how genuinely the creator connects with their audience than about raw follower numbers.

When brands run these campaigns across countries, they cannot ignore local cultural norms in the content they produce. Even a globally famous creator can get a negative reaction from overseas audiences if the content clashes with what local people consider normal or right. Whether a brand uses one unified global approach or adapts its content to each local market depends on what the target market looks like and what the campaign is trying to achieve [10]. Content that feels culturally specific may be well received in individualistic societies, but the same content can cause problems in collectivist ones. This is why no single content strategy works the same way in every country.

Besides the emotional bond between creators and their followers and the need to adapt content across cultures, how authentic an influencer appears to be also plays a major role in whether cross-border influencer marketing succeeds.

Authenticity cannot be regarded as an inherent personal characteristic of content creators. Rather, influencers deliberately shape this public perception by means of four practical communication tactics: transparency, immediacy, ordinariness and emotional passion [11]. Cross-cultural empirical evidence indicates that content creators across different cultural backgrounds deploy these authenticity-building strategies in distinct manners. Influencers coming from individualistic cultural markets are more inclined to deliver personal self-disclosure and adopt spontaneous presentation styles. In contrast, those active in collectivist cultural environments place comparatively less focus on individual-oriented self-exposure. For this reason, global brands ought to realign their expectations for authentic-oriented content while cooperating with local overseas creators, rather than rigidly copying authenticity criteria developed within their home markets.

4.3. Social-media-driven internationalisation for small-and medium-sized enterprises

This section investigates how social media facilitates international growth for SMEs with limited resources. Drawing on the cross-border influencer communication analysed earlier, social media creates workable routes for small-and-medium-sized enterprises (SMEs) to expand into global markets. Unlike big multinational corporations, the majority of SMEs work with tight resource boundaries. These limitations show up in restricted overseas marketing spending, little hands-on know-how in foreign markets, and poorly built offline distribution channels overseas. Traditional cross-border marketing tactics, for example joining overseas trade shows or opening local subsidiaries, call for large-scale financial and human investment, which many small-sized businesses cannot afford. Even though social-media platforms lower the barrier to connect with overseas audiences, merely launching official accounts and sharing posts fails to generate satisfying overseas business performance. SMEs have to deploy tactics that fit their real-world resource levels to run successful cross-border brand communication.

For export-focused SMEs from emerging economies, social-media strategies should integrate two distinct sets of activities to achieve better overseas customer-related performance [12]. The "talking" dimension refers to outward-oriented information dissemination: enterprises publish brand and product-related content on social platforms, build cross-border business connections and raise brand visibility among overseas audiences. By comparison, the "listening" dimension centres on gathering

market intelligence. Firms track online public discussions, collect genuine consumer feedback from foreign users and obtain first-hand market insights, which inform adjustments to localised promotional approaches. Empirical data demonstrates that focusing solely on content output or market monitoring cannot bring meaningful improvements to export-oriented customer metrics. Superior performance emerges only when firms execute both tactics concurrently. Listening activities facilitate promotion adaptation tailored for target foreign markets, whereas talking-oriented work strengthens firms' international networking capacity; these two pathways operate as separate mechanisms to support cross-border business development [12]. It should be noted that this empirical conclusion draws on survey responses from Kazakh export enterprises and cannot be generalised unconditionally to SMEs across all national contexts.

Despite lowered material barriers brought by social-media platforms, resource-constrained SMEs still face multiple practical hurdles when rolling out social-media-led overseas marketing initiatives [13]. Social-media marketing generates business value by extending firms' customer reach, optimising customer relationships and helping organisations identify authentic consumer demands. Based on empirical evidence collected from emerging-market SME samples, perceived practical value, operational simplicity and compatibility between social-media tools and existing business workflows positively encourage firms to adopt social-media marketing. On the contrary, cost-related concerns produce significant negative effects on firms' willingness to implement such marketing schemes [13]. Apart from direct platform operating costs, invisible obstacles deserve attention, including insufficient staff training on digital marketing and inadequate internal organisational support. Even if social-media tools themselves remain readily accessible, shortages of skilled personnel and imperfect supporting arrangements will prevent firms from translating platform resources into tangible cross-border business gains. Reduced-cost access to digital platforms, accordingly, does not automatically translate into international marketing success for SMEs. Firms need to allocate matching manpower and improve internal arrangements while capitalising on social-media-enabled opportunities.

SMEs' social-media-driven overseas expansion cannot detach from cross-cultural communication principles outlined in earlier chapters. Whether implementing dual-purpose social-media tactics or addressing cost and capability bottlenecks, firms must take target market cultural contexts into consideration. When creating content for foreign audiences, SMEs should avoid directly replicating domestic content frameworks. They can make use of market insights obtained through listening-mode social media practices to fine-tune content styles, thematic choices and value orientations, so as to reduce cultural misreading and communication friction in cross-border brand outreach.

5. Conclusion

This chapter summarises the core consensus drawn from the reviewed literature, identifies research limitations within present-day scholarship concerning social-media-driven cross-border brand communication, and points out potential avenues for further investigation. Without building an overly complex analytical framework, this section connects the three central themes developed throughout earlier chapters.

Scholarly research generally arrives at three connected conclusions. To begin with, digital transformation has reshaped long-standing operational routines within international marketing. Brands can no longer rely solely on offline media or big-size overseas trade shows to carry out global brand communication. Digital platforms offer cost-effective, decentralized channels and alter the ways businesses interact with foreign consumers. Secondly, cross-cultural differences act as a key moderating variable for marketing performance. Cultural gaps between individualistic and

collectivist societies shape how target audiences understand social-media posts, influencer-promoted content and overall brand image. Standardized worldwide communication plans rarely generate stable effects across different regional markets. Thirdly, social-media tools offer realistic options for global expansion for both giant multinational firms and resource-constrained SMEs. Big brands partner with influencers to develop emotional bonds with international consumers. At the same time, SMEs make use of two-way social-media activities such as content publishing and market monitoring to offset the resource disadvantages that block their entry into foreign markets. Taken together, these three findings illustrate how digital progress, cross-cultural environments and platform-driven marketing work together to influence modern cross-border brand development.

Even though existing literature has reached these consistent conclusions, several obvious research gaps can be identified from the reviewed studies. A large number of empirical investigations gather survey-based data solely from emerging markets within a single country. Studies focusing on SMEs' social-media-driven international expansion often rely on data collected from one national environment, and cross-country comparative analysis remains scarce. Research on influencer marketing mechanisms and the digital international expansion of SMEs usually develops as two independent research streams. Only a small number of scholars build a unified analytical framework to examine how cross-cultural norms affect both influencer campaigns and social media operations run by small businesses. Apart from that, most empirical papers prioritize measurable export performance metrics. Comparatively, intangible brand-building achievements, such as stable brand reputation built in overseas markets, have not received adequate academic attention.

Such gaps offer space for further academic exploration. Researchers may carry out cross-national comparative studies to check whether existing empirical findings can be generalized to different emerging economies. By comparing data across countries, academics can identify how institutional differences and cultural diversity change the real effects of social media marketing practices. Meanwhile, later research can combine influencer marketing theories with studies about the internationalization of small and medium enterprises. Follow-up projects may investigate how small overseas enterprises cooperate with local social media creators to improve cross-border brand communication and offset their natural shortages in internal resources and overseas operational capacity. Researchers are also encouraged to look beyond short-term export revenue data. They should attach greater importance to long-term brand reputation growth generated by cross-border social media activities. Studies in this field can enrich our understanding of non-financial reputation benefits brought by digital marketing efforts.

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