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Review

Cultural Dimensions and Host-Country Marketing Localization: The Roles of Individualism and Long-Term Orientation in Samsonite's International Markets

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Abstract: This study examines how host-country cultural characteristics shape marketing localization in the international luggage industry, focusing on Hofstede's individualism/collectivism (IDV) and long-term/short-term orientation (LTO) dimensions. Using a literature review supplemented by lightweight case-based evidence from Samsonite and American Tourister, the study develops a transmission mechanism linking cultural orientation, consumer values and preferences, and localized marketing adjustment. The analysis shows that IDV primarily affects the social and identity-related meaning of consumption: individualistic markets favor personal experience, self-expression, and differentiated brand identity, whereas collectivist markets place greater emphasis on family, group belonging, and shared travel experiences. LTO mainly influences how consumers evaluate product value over time. Long-term-oriented markets emphasize durability, utility, value for money, and enduring benefits, while short-term-oriented markets give greater prominence to fashion, novelty, collaborations, and immediate experience. Samsonite's multi-brand practices and American Tourister's "Everyone's In" campaign in India provide practical support for these mechanisms. The study contributes a structured cultural-dimension framework for host-country marketing localization and offers practical guidance for international luggage brands seeking to align brand positioning, product-value communication, and advertising appeals with culturally differentiated consumer expectations. Rather than treating localization as simple translation, the framework highlights culturally grounded adjustments while preserving overall global brand consistency across markets.

Keywords: Cultural Dimensions; Host-Country Marketing Localization; Individualism/Collectivism; Long-Term Orientation; Samsonite

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1. Introduction

1.1. Research Background and Problem Statement

Travel luggage is a highly internationalized durable consumer product closely associated with tourism and business mobility. When entering overseas markets, however, multinational brands cannot always transfer home-market marketing practices directly to host countries. Cultural differences may alter consumers' expectations regarding personal identity, social relationships, product utility, and consumption experience. Cross-cultural research has shown that advertising appeals differ significantly between individualistic and collectivistic societies, indicating that cultural values influence marketing communication and consumer response [1]. International advertising studies further suggest that firms need to balance global brand consistency with adaptation to local cultural characteristics [2].

This issue is particularly relevant to luggage brands because their products combine functional durability with symbolic and experiential value. Consumers may therefore evaluate the same product differently depending on whether they emphasize self-expression, group belonging, long-term utility, or immediate experience. This study consequently focuses on two Hofstede cultural dimensions closely related to these differences: individualism/collectivism (IDV) and long-term/short-term orientation (LTO), using Samsonite's international markets as the focal case.

1.2. Existing Literature and Research Gap

Existing research confirms that host-country culture influences international marketing localization. Kansal shows that cultural dimensions affect how multinational firms adapt communication content across markets [3]. Han and Han further demonstrate that cultural differences shape consumers' evaluations of products and services in cross-border e-commerce, suggesting that culture affects not only advertising preferences but also broader consumption perceptions [4].

IDV mainly reflects differences between independence and group orientation. Individualistic consumers tend to emphasize self-expression and personal experience, whereas collectivistic consumers attach greater importance to family, community, and shared experience. LTO reflects consumers' temporal orientation toward value. Wang and Chapa show that stronger long-term orientation is associated with greater utilitarian value and lower impulsive purchasing tendencies [5]. Hung further links IDV and LTO with functional, emotional, and social consumption values, supporting a broader pathway from cultural dimensions to consumer preferences [6].

Nevertheless, existing studies largely establish that culture influences marketing without fully explaining how cultural dimensions are transmitted into specific host-country marketing adjustments. Much of the literature also focuses on advertising, e-commerce, and fast-moving consumer goods. The mechanism connecting IDV and LTO with brand positioning, product value communication, and localization in the durable luggage industry therefore remains insufficiently explored.

1.3. Research Method and Core Research Question

This study adopts a literature review approach supplemented by lightweight case-based evidence. Relevant studies are first reviewed to identify relationships among cultural dimensions, consumer values, and marketing localization. The IDV and LTO mechanisms are then organized into two transmission pathways and integrated into a combined framework. Publicly available information concerning Samsonite and its brands is subsequently used to examine whether these mechanisms correspond with actual host-country marketing practices. The case evidence is intended for mechanism illustration rather than causal statistical testing.

The central research question is: How do IDV and LTO shape the transmission mechanism through which multinational firms adjust marketing strategies in host-country markets?

1.4. Theoretical and Practical Contributions

Theoretically, this study develops a structured mechanism linking cultural orientation, consumer values and preferences, and host-country marketing adjustment, while extending cross-cultural marketing discussion to durable consumer goods. Practically, it provides a culturally grounded reference for international luggage brands. Individualistic markets may require stronger emphasis on personal experience and self-expression, while collectivistic markets may favor family, group, and shared-travel narratives. Long-term-oriented markets may value durability and utility more strongly, whereas short-term-oriented markets may provide greater scope for fashion, trends, and immediate experience.

2. Theoretical Foundation, Dimension Selection, and Case Introduction

2.1. Literature on Cross-Cultural Marketing Localization

Cross-cultural marketing research generally argues that consumer responses and marketing effectiveness depend partly on the cultural environment of the host country. Liu emphasizes that cultural values shape consumer preferences and purchasing decisions, making culturally sensitive adaptation important for balancing global brand consistency with local resonance [7]. Earlier studies likewise show that host-country culture affects localized corporate communication and that culturally congruent advertising appeals differ between individualistic and collectivistic societies [1,3].

More recent research extends this relationship from advertising to broader consumer perceptions. Han and Han show that cultural dimensions influence how cross-border consumers evaluate products and services [4]. Tong and Lou further associate individualism/collectivism and long-term orientation with differences in advertising narratives and product-value appeals, while Jin illustrates how individualistic and collectivistic orientations correspond with different product presentation, packaging, and promotional approaches in China and the United States [8,9]. Table 1 summarizes the principal literature supporting the culture–consumer value–marketing localization relationship.

Table 1. Summary of Key Literature on Cultural Dimensions and Marketing Localization

Study	Context	Dimension Focus	Main Relevance
Han & Shavitt [1]	US–Korea advertising	IDV	Individual vs. group-oriented appeals
Kansal [3]	Corporate websites	IDV, LTO and others	Host-country communication localization
Han & Han [4]	Cross-border e-commerce	Hofstede dimensions	Cultural differences in consumer evaluation
Wang & Chapa [5]	China–US consumers	LTO	Utility and impulsive buying differences
Hung [6]	Cross-border e-commerce	IDV, LTO	Culture–consumption value relationship
Liu [7]	Global marketing	Hofstede dimensions	Cultural adaptation of marketing
Tong & Lou [8]	Cross-cultural advertising	IDV, LTO	Advertising and value-appeal differences
Jin [9]	China–US marketing	IDV	Product and promotional adaptation
Duong et al. [11]	Cross-cultural sustainable consumption	Collectivism, LTO	Joint cultural effects on consumer intentions
Khan et al. [12]	Sustainable fashion consumption	Collectivism, LTO	Cultural differences in product-value evaluation
Tafari et al. [13]	Cross-cultural luxury consumption	Cultural orientation	Differences in brand-value perceptions
Ma & Coelho [14]	China–Portugal luxury consumption	Hofstede-related cultural differences	Cross-cultural variation in brand and consumption tendencies

The original source report additionally introduces Samsonite Group materials and American Tourister's India campaign as practical evidence [10]. These sources are reserved primarily for the case-oriented discussion in Section 2.3 and Chapter 4 rather than treated as independent theoretical studies.

2.2. Hofstede's Cultural Dimensions

Hofstede's framework conceptualizes national culture through six dimensions: power distance, individualism, masculinity, uncertainty avoidance, long-term orientation,

and indulgence. Power distance (PDI) reflects the extent to which unequal distributions of power are accepted within a society. Individualism/collectivism (IDV) concerns whether people primarily emphasize personal autonomy and individual goals or group belonging and collective interests. Masculinity (MAS) distinguishes stronger orientations toward achievement and competition from greater emphasis on relationships and quality of life. Uncertainty avoidance (UAI) describes the degree of tolerance for ambiguity and uncertain situations. Long-term orientation (LTO) concerns the relative emphasis placed on persistence and future-oriented value versus shorter-term priorities, while indulgence (IVR) reflects the extent to which the gratification of personal desires is socially permitted or restrained. The present study acknowledges the complete six-dimensional framework but concentrates on IDV and LTO because the literature assembled in the source report links these dimensions particularly closely to consumer values and marketing adaptation.

IDV distinguishes cultural orientations emphasizing independence and self-expression from those emphasizing family, group relationships, and shared interests [1,9]. LTO captures differences in the relative importance attached to persistence, utility, and longer-term value versus more immediate consumption experiences [5,6]. Recent cross-cultural evidence also indicates that collectivism and LTO can operate jointly rather than independently in shaping consumer intentions [11]. Evidence from sustainable fashion further shows that their influence on consumer willingness to pay can vary across national settings [12]. These findings support the selection of IDV and LTO as the two focal dimensions for examining how cultural differences are translated into consumer-value perceptions and subsequent marketing adaptation.

2.3. Selection of IDV and LTO and Introduction of the Samsonite Case

The selection of IDV and LTO follows both theoretical and product-category relevance. IDV helps explain differences between self-oriented and group-oriented consumption, whereas LTO helps organize differences between durability and long-term utility on the one hand and fashion or immediate experience on the other. Table 2 summarizes these cultural orientations, associated consumer tendencies, and their corresponding marketing implications.

Table 2. Selected Cultural Dimensions and Marketing Implications

Dimension	Cultural Orientation	Consumer Tendency	Marketing Implication
IDV	Individualism	Self-expression, independence	Personal experience and differentiated brand identity
IDV	Collectivism	Family, community, shared experience	Group scenarios and social connection
LTO	Long-term orientation	Durability, utility, long-term value	Durability and value-for-money communication
LTO	Short-term orientation	Fashion, immediacy, current experience	Trend and experiential communication

Adjacent research on brand consumption also supports the importance of cultural adaptation. Tafani et al. find that consumers across Western individualistic-oriented and Eastern collectivistic-oriented markets differ in the luxury values they emphasize, illustrating how cultural environments can alter brand-value perceptions [13]. Similarly, Ma and Coelho identify differences between Chinese and Portuguese consumers in luxury consumption tendencies and brand-related influences, further indicating that consumer-brand relationships vary across cultural settings [14]. These studies provide complementary context rather than direct evidence for the luggage industry.

Samsonite is therefore retained as the focal case because the original report identifies differentiated international practices across its portfolio, including TUMI, Samsonite, American Tourister, and Gregory [10]. American Tourister's "Everyone's In" campaign in India, which emphasizes group travel, social interaction, and shared experience, provides

a specific case for examining collectivist-oriented localization. These materials serve as practical support for the transmission mechanisms developed in Chapter 3 rather than as causal statistical evidence.

3. Transmission Mechanisms of Localized Marketing Adjustment under IDV and LTO

3.1. IDV and the Transmission Path of Cross-National Marketing Adjustment

IDV affects localized marketing primarily by shaping how consumers define personal value and their relationship with social groups. In relatively individualistic markets, consumers place greater emphasis on independence, self-expression, personal choice, and differentiated identity. These cultural preferences can be transmitted into stronger demand for products and brands that communicate individuality, personal experience, and distinctive brand value. For an international luggage company, localization in such markets therefore involves more than changing advertising language; it requires aligning brand positioning and communication with consumers' self-oriented value expectations.

Within the framework adopted in this study, this mechanism supports a stronger role for the premium Samsonite brand in individualistic markets. The brand can be positioned around personal mobility, individual travel experience, product quality, and differentiated identity. The transmission pathway can therefore be summarized as individualistic cultural orientation, stronger self-expression and individual-value preferences, greater demand for differentiated brand experiences, and more premium and individually oriented marketing positioning.

Collectivist markets follow a different mechanism. Consumers in these cultural environments tend to attach greater importance to family relationships, group belonging, social connection, and shared experiences. Travel may consequently be framed not only as an individual activity but also as an experience involving family members, friends, or wider social groups. Marketing communication that emphasizes companionship, shared memories, inclusion, and social participation is therefore more consistent with this cultural orientation.

The original research framework associates this pathway with a stronger role for American Tourister, whose more accessible positioning can support broader group- and community-oriented consumption contexts. The corresponding pathway is collectivist cultural orientation, stronger group and relationship values, greater preference for shared consumption experiences, and localized marketing emphasizing social connection and collective travel. IDV thus affects localization through the intermediate role of consumer identity and social-value preferences rather than through culture alone.

3.2. LTO and the Transmission Path of Cross-National Marketing Adjustment

Long-term/short-term orientation (LTO) influences localization through consumers' evaluation of product value over time. In long-term-oriented markets, consumers are more likely to emphasize durability, practical usefulness, value for money, and benefits that continue throughout an extended period of ownership. These characteristics are especially relevant to luggage because product reliability and repeated use are central components of its functional value.

Accordingly, marketing in long-term-oriented markets should place greater emphasis on durability, product quality, practical functionality, and long-term value. The transmission mechanism can be expressed as long-term cultural orientation, stronger preference for practical and enduring value, greater attention to product durability and utility, and marketing communication centered on long-term product benefits and value for money. In this context, localization primarily changes the product attributes and benefits highlighted to consumers.

Short-term-oriented markets place comparatively greater weight on present consumption experiences, fashion, novelty, and more immediate emotional benefits. In these markets, luggage can be communicated not only as a durable travel tool but also as

a lifestyle product connected with contemporary aesthetics and current travel experiences. Localization may therefore emphasize fashionable design, trend-based communication, collaborations, and experiential marketing.

The corresponding pathway is short-term cultural orientation, stronger attention to immediate and experiential value, greater sensitivity to fashion and novelty, and localized marketing emphasizing trends, style, and current experience. LTO therefore determines which aspects of the same product are made most salient in different cultural markets.

3.3. Integrated Transmission Mechanism of IDV and LTO

IDV and LTO explain different but complementary aspects of localized marketing adjustment. IDV primarily concerns who the consumer understands themselves to be in relation to others, whereas LTO concerns how the consumer evaluates product value across time. Combining the two dimensions provides a more complete explanation of why the same international luggage brand may require different positioning and communication strategies across host-country markets.

As illustrated in Figure 1, the integrated mechanism begins with the host-country cultural environment. IDV influences whether consumer values are oriented more strongly toward self-expression or group connection, while LTO influences whether consumers place greater emphasis on enduring functional value or more immediate experiential value. These cultural orientations subsequently shape consumer preferences concerning brand identity, product benefits, travel scenarios, and advertising appeals. Firms respond by adjusting brand positioning, product-value propositions, and communication content to improve cultural fit in the host market.

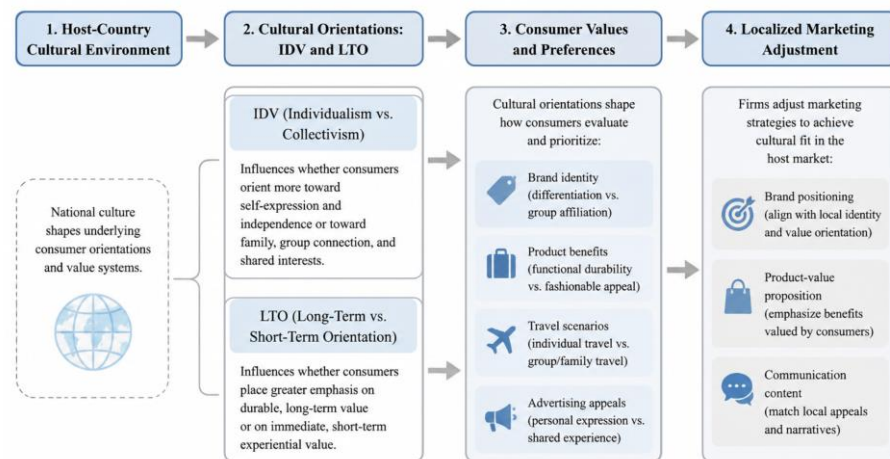


Figure 1. Transmission Mechanism of IDV and LTO in Host-Country Marketing Localization

The framework therefore follows an integrated sequence of host-country culture, IDV and LTO orientations, consumer values and preferences, and localized marketing adjustment. Under this logic, an individualistic orientation is more compatible with personal experience and differentiated brand positioning, whereas a collectivist orientation supports group scenarios and social connection. Long-term orientation strengthens the relevance of durability, utility, and value-for-money communication, while short-term orientation increases the relevance of fashion, trends, and immediate experience.

Importantly, the framework does not treat the two dimensions as interchangeable. IDV primarily modifies the social and identity-related meaning attached to consumption, while LTO modifies the temporal and functional evaluation of product value. Their combined use therefore enables localized marketing to address both social orientation and value orientation. This integrated transmission mechanism provides the analytical basis for examining Samsonite's host-country marketing practices in Chapter 4.

4. Mechanism-Supporting Analysis Based on Samsonite's Host-Country Market Practices

4.1. Samsonite's Localized Marketing Practices in High- and Low-IDV Host Markets

The IDV mechanism developed in Chapter 3 suggests that localized marketing should differ according to whether consumers place relatively greater emphasis on individual identity or collective relationships. The Samsonite materials summarized in the source report provide practical examples consistent with this distinction.

For markets characterized in the source material as relatively individualistic, Samsonite's marketing orientation places greater emphasis on individual travel experience, differentiated brand identity, and premium value. Within the group's multi-brand structure, the Samsonite brand is associated with a stronger premium positioning, while TUMI further represents the higher-end segment. Such positioning is consistent with the IDV pathway proposed in Chapter 3: when consumers place greater weight on independence, personal experience, and self-expression, marketing communication can focus more strongly on the individual traveler and the symbolic value attached to personal choice.

By contrast, the source report presents American Tourister's "Everyone's In" campaign in India as a representative example of localization around collective values. The campaign emphasizes travelling together, social interaction, inclusion, shared experiences, and common memories. It also employs local young celebrities, musicians, influencers, and social-media participation to strengthen group-oriented engagement. Rather than presenting travel primarily as an individual achievement, the campaign frames it as a socially connected experience.

This case corresponds closely with the collectivist transmission pathway developed in Section 3.1. Cultural orientation is reflected in stronger attention to relationships and group belonging; these values then influence preferred travel narratives and finally shape advertising content and social communication. In this sense, American Tourister's India campaign provides practical support for the proposition that lower-IDV environments may favor marketing centered on companionship, participation, and shared travel experiences.

The comparison does not imply that one brand must be used exclusively in one cultural environment. Instead, the case illustrates how a multi-brand portfolio can provide greater flexibility in adapting brand positioning and communication to different consumer-value orientations. As summarized in Table 3, the source materials show a correspondence between IDV-related consumer orientations and several forms of localized brand and communication adjustment.

Table 3. Mapping between Samsonite's Host-Country Marketing Practices and Cultural Mechanisms

Cultural Orientation	Consumer Value Emphasis	Practice Identified in the Source Report	Localization Emphasis	Mechanism
Individualism	Self-expression, individual experience	Stronger premium and individual-oriented positioning	Personal travel experience and differentiated brand identity	IDV pathway
Collectivism	Group belonging, shared experience	American Tourister "Everyone's In" campaign in India	Group travel, inclusion, social interaction, shared memories	IDV pathway
Long-term orientation	Durability, utility, enduring value	Greater emphasis on durable and	Product quality, practical utility, long-term benefits	LTO pathway

Short-term orientation	sustainable long-term value			
	Fashion, novelty, immediate experience	Trend-oriented collaborations and experiential communication	Fashion, current experience, immediate emotional value	LTO pathway

4.2. Samsonite’s Localized Marketing Practices in Long- and Short-Term-Oriented Markets

The LTO mechanism concerns how consumers evaluate product value over time. According to the source report, markets characterized by stronger long-term orientation are associated with greater attention to durability, practical usefulness, sustainable value, and long-term product benefits. These characteristics have particular relevance to luggage because repeated use, product reliability, and functional longevity are important components of the category.

The Samsonite materials summarized in the report indicate that marketing in Asian markets places comparatively greater emphasis on durability, sustainable long-term utility, family-oriented product use, and longer-lasting value. This pattern is consistent with the mechanism proposed in Section 3.2. Where consumers evaluate products according to enduring usefulness, localized communication can give greater visibility to product quality, durability, functional benefits, and value over an extended ownership period.

The report contrasts this orientation with marketing practices described for more short-term-oriented Western markets. In these settings, greater emphasis is placed on current travel experience, fashion, trend-based collaborations, and immediate emotional value. Such communication positions luggage not only as a functional durable product but also as a lifestyle object connected with contemporary travel and personal experience. Short-term-oriented localization therefore changes the relative prominence of product attributes: durability remains relevant, but fashion, novelty, collaborations, and immediate experience become more visible in communication.

The comparison between long- and short-term orientations supports the argument that localization does not necessarily require changing the basic product category. Instead, firms can adjust which dimensions of product value are emphasized. Long-term-oriented communication highlights enduring utility, whereas short-term-oriented communication places greater weight on present experience and contemporary appeal.

When the IDV and LTO mechanisms are considered together, the case evidence suggests four broad localization directions. Individualistic orientation strengthens the relevance of personal experience and differentiated brand identity; collectivist orientation strengthens social connection and shared travel narratives; long-term orientation favors durability and enduring utility; and short-term orientation favors trends and immediate experience. Figure 2 integrates these four directions into a two-dimensional marketing localization framework for the Samsonite case.



Figure 2. Cultural-Dimension-Based Marketing Localization Framework for the Samsonite Case

The framework does not imply that national markets can be reduced to a single cultural label. Its purpose is narrower: to organize the marketing tendencies identified in the source materials according to the two cultural dimensions selected in this study. In this way, Table 3 provides the case-to-mechanism mapping, while Figure 2 visually integrates the IDV and LTO dimensions. Together, they support the central argument that host-country marketing localization can be understood as an adjustment process linking cultural orientation, consumer value, brand positioning, and communication emphasis.

5. Conclusions, Implications, Limitations, and Future Research

5.1. Main Conclusions

This study examines how host-country cultural characteristics shape localized marketing adjustment through two Hofstede dimensions: individualism/collectivism (IDV) and long-term/short-term orientation (LTO). Based on the reviewed literature and Samsonite case materials, the study develops a mechanism linking cultural orientation, consumer values and preferences, and localized marketing adjustment.

The IDV pathway mainly affects the social and identity-related meaning of consumption. In more individualistic settings, independence, self-expression, and personal experience support marketing centered on differentiated brand identity and individual travel value. In more collectivist settings, greater emphasis on family, social relationships, and shared experience favors communication built around companionship, group participation, and collective travel. The American Tourister "Everyone's In" campaign in India provides a practical example consistent with this mechanism.

The LTO pathway influences how consumers evaluate product value over time. Long-term orientation increases the relevance of durability, utility, value for money, and enduring benefits, whereas short-term orientation gives greater prominence to fashion, novelty, immediate experience, and contemporary appeal. Together, IDV and LTO help explain why multinational luggage brands may emphasize different brand positions, product benefits, and communication narratives across host-country markets.

5.2. Theoretical Implications and Practical Recommendations for International Luggage Brands

The theoretical contribution lies in moving beyond the general proposition that national culture influences international marketing. The proposed framework clarifies an intermediate process in which cultural dimensions influence consumer values and preferences, which subsequently affect brand positioning, product-value communication, and advertising appeals. Applying this mechanism to luggage also extends discussion to a durable consumer category combining functional and experiential value.

For international luggage brands, localization should not be understood simply as translating promotional content. Firms should consider how different markets evaluate

identity, relationships, product utility, and consumption experience. Individualistic markets may justify stronger emphasis on personal travel and differentiated identity, while collectivist markets may benefit from family, friendship, community, and shared-experience narratives. Likewise, long-term orientation strengthens the relevance of durability and enduring utility, whereas short-term orientation creates greater scope for fashion, collaborations, and immediate experiential value. A multi-brand portfolio can provide additional flexibility in matching positioning strategies with culturally differentiated expectations.

5.3. Limitations

Several limitations arise from the study design. First, the analysis is primarily based on a literature review and does not statistically test the proposed transmission relationships. Second, Samsonite is used as the principal corporate case, limiting generalization to other luggage brands or durable consumer industries. Third, corporate materials serve as practical evidence of marketing activities rather than independent causal evidence. The study therefore identifies correspondence between cultural mechanisms and marketing practices but does not establish that cultural dimensions alone caused particular decisions.

The analysis also concentrates on IDV and LTO. Although this focus enables a clearer examination of the two dimensions emphasized in the source material, it does not represent the full range of Hofstede's cultural framework.

5.4. Future Research Directions

Future research can extend the framework through broader empirical examination. The IDV–LTO mechanism could be evaluated across additional luggage brands, host countries, or other durable consumer categories. Quantitative consumer data could also be used to test whether cultural orientation is associated with differences in brand preference, durability evaluation, group-oriented consumption, and experiential value.

Further research may also incorporate other Hofstede dimensions alongside IDV and LTO to examine whether they complement or modify the two pathways identified here. Such extensions would help assess the broader applicability of the proposed cultural-dimension-based approach to host-country marketing localization.

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