



Inclusivity in Focus: Patterns, Progress, and Pathways in Diversity Marketing Research – A Bibliometric Analysis

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ABSTRACT

Drawing from 270 studies in the Scopus database, this study conducts a comprehensive bibliometric analysis of diversity marketing research from 2004 to 2024. Specifically, we analyze the publication patterns, co-authorship networks, research clusters, citation patterns, and keyword co-occurrences in order to map the evolution of this field. Based on the findings, there are three distinct development phases: Foundational conceptualization (2004-2010), theoretical development (2011-2017), and methodological sophistication (2018-2024). Additionally, the geographic analysis showed that such research is mainly concentrated in Western institutions, with contributions from emerging Asian markets, while the citation analysis identified four interconnected research clusters: Cross-cultural foundations, inclusive strategies, ethnic consumer behavior, and emerging market dynamics. Overall, the results suggest that methodological sophistication and theoretical integration should be increased, especially in digital transformation and cultural representation. This evolution also highlights the need for more diverse collaborative research and standardized effectiveness metrics, especially in today's increasingly connected global marketplace.

Keywords: Diversity Marketing, Digital Transformation, Cross-Cultural Marketing, Bibliometric Analysis

JEL Classifications: M31, Z13, L81, M14

1. INTRODUCTION

As societies become more multicultural and organizations prioritize inclusive practices based on the ongoing changes in global consumer markets, the concept of diversity marketing has become increasingly important for academic inquiry and business success (de Bellis et al., 2019; Nam and Kannan, 2020). Overall, this field has significantly progressed from early foundational works examining key cultural elements in marketing communications (Aslam, 2006) to more sophisticated frameworks integrating various aspects such as cultural identity, digital transformation, and authentic representation (Lee et al., 2024; Licsandru and Cui, 2019). As for recent research, it reveals the complex interaction between cultural values and consumer behaviors, with some studies indicating how cultural identity can influence marketing effectiveness across different contexts (Burgess et al., 2023; Eisend et al., 2023). Although numerous

studies have established the importance of cultural adaptation in marketing strategies (Engelen and Brettel, 2011; Morgeson et al., 2011), significant gaps remain in determining how emerging technologies, intersectional identities, and evolving cultural dynamics influence consumers' responses to diversity marketing initiatives (Chatzopoulou and Navazhylava, 2022; Sepehr et al., 2023). Despite the growing importance of diversity marketing, no study to date has comprehensively explored its research landscape through a systematic review and bibliometric analysis. This knowledge gap has inspired the authors to systematically review this field, discuss the most recent stage of diversity marketing research, and provide future directions. Meanwhile, although previous studies have established some foundational frameworks for cultural adaptation in marketing (Engelen and Brettel, 2011; Morgeson et al., 2011), they have failed to address the complex intersectionality of consumer identities and the dynamic nature of cultural expressions in digital environments (Chatzopoulou and

Navazhylava, 2022; Sepehr et al., 2023). Additionally, a significant limitation emerges in evaluating the effectiveness of diversity marketing, since current metrics inadequately capture the nuanced impact of culturally targeted campaigns across different platforms and/or contexts (Baek et al., 2023; Nam and Kannan, 2020). Questions have also been raised on the sustainability and long-term effectiveness of diversity marketing approaches, especially in emerging markets in which cultural values and consumer behaviors are constantly and rapidly evolving (Shao et al., 2023; Yu et al., 2019).

The present study is theoretically grounded in three complementary frameworks that inform our understanding of diversity marketing research. First, institutional theory, drawing from Engelen and Brettel (2011), provides a foundation for determining how organizational practices in diversity marketing evolve across different cultural contexts. Second, social identity theory, following Licsandru and Cui (2019), supports our analyses of how cultural identity and group membership affect consumers' responses to diversity marketing initiatives. Third, cultural adaptation theory, based on Nam and Kannan (2020), informs our investigation of how organizations handle the tension between standardization and localization in their respective marketing strategies.

Epistemologically, this study adopts a post-positivist approach, while incorporating different elements of constructivist understanding. In other words, this systematic literature review and bibliometric analysis reflect a post-positivist approach to knowledge generation through a quantitative analysis of various research patterns and relationships (Massaro et al., 2016). However, we acknowledge that cultural and social contexts can inherently shape the interpretation of diversity marketing practices as well as their effectiveness, thus reflecting a constructivist recognition of multiple valid perspectives (Chatzopoulou and Navazhylava, 2022).

Overall, drawing from 270 documents in the Scopus database, this study conducts a comprehensive bibliometric analysis of diversity marketing research from 2004 to 2024. Specifically, it addresses four fundamental questions:

- RQ1: What are the pivotal publications, researchers, institutions, countries, and key terminologies that shape the landscape of diversity marketing research?
- RQ2: How do the dynamics of co-authorship, co-occurrence, citations, and bibliographic coupling shape the landscape of diversity marketing research?
- RQ3: What are the classifications of the literature regarding diversity marketing?
- RQ4: What are the potential directions for future diversity marketing research?

Moreover, through a bibliometric analysis that examines extensive scientific information (Donthu et al., 2021), we employ quantitative analytical tools to evaluate the published literature from multiple aspects (Mahadevan and Joshi, 2022), including reproducible analyses of document interconnections through various citations/co-citations (Chawla and Goyal, 2022).

The remainder of this study is organized as follows. Section 2 describes the systematic review process and bibliometric methodology, while Section 3 presents the results of the analyses of the publication trends, citation patterns, co-authorship networks, keyword co-occurrences, and research clusters. Section 4 discusses the key findings and their correlations with previous research, while Section 5 examines the theoretical and practical implications. Finally, Section 6 addresses the limitations and future research directions, while Section 7 concludes by synthesizing the main contributions and recommendations for advancing future diversity marketing research.

2. METHODOLOGY

The present study employed a systematic literature review (SLR) combined with bibliometric analysis to examine the literature on diversity marketing. Following Massaro et al. (2016), the SLR provides a quantitative approach to analyzing previous research in order to generate new knowledge/insights, while the bibliometric analysis evaluates the extensive scientific information to highlight emerging research areas (Donthu et al., 2021). As stated earlier, this comprehensive methodological approach applied quantitative analytical tools to examine the published literature from various aspects (Mahadevan and Joshi, 2022), including reproducible analyses of document interconnections through different citations/co-citations (Chawla and Goyal, 2022). Figure 1 presents a detailed framework that outlines the SLR process. Specifically, it highlights the key stages and methodologies applied to systematically collect, analyze, and synthesize the existing literature on a specific research topic.

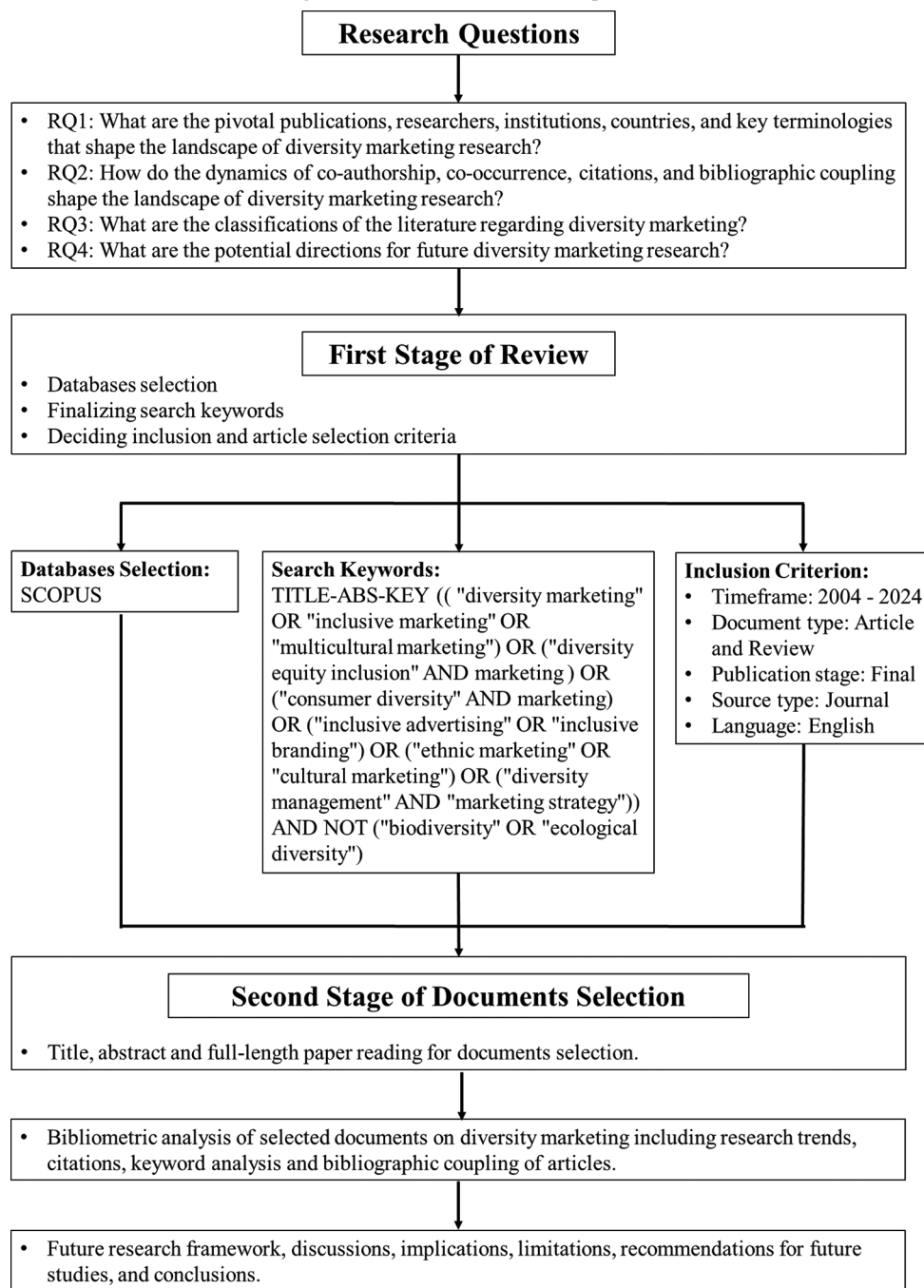
2.1. Data Source

In this study, the Scopus database was selected as the primary data source, due to its superior coverage of research journals and conference proceedings, compared with other databases such as the Web of Science (Mongeon and Paul-Hus, 2016), Google Scholar, and PubMed. In this regard, Falagas et al. (2008) noted that the Scopus database enables efficient citation analysis, with broader paper coverage and faster processing. Additionally, its capability to export search results in .cs format provides comprehensive access to numerous citations, abstracts, keywords, funding details, and bibliographic data, all of which are essential for a thorough analysis.

2.2. Search Strategy

The search strategy was also carefully developed to capture the full scope of the diversity marketing literature, while maintaining accuracy. In this case, the search string was constructed by using Boolean operators to combine the following key concepts and variations:

TITLE-ABS-KEY ([“diversity marketing” OR “inclusive marketing” OR “multicultural marketing”] OR [“diversity equity inclusion” AND “marketing”] OR [“consumer diversity” AND “marketing”] OR [“inclusive advertising” OR “inclusive branding”] OR [“ethnic marketing” OR “cultural marketing”] OR [“diversity management” AND “marketing strategy”]) AND NOT (“biodiversity” OR “ecological diversity”).

Figure 1: Framework of the SLR process

Overall, this comprehensive search string was designed to do the following:

- Capture core concepts through exact phrases (e.g., “diversity marketing,” “inclusive marketing,” “multicultural marketing”)
- Include related concepts through combined terms (e.g., “diversity equity inclusion” AND “marketing”)
- Encompass specific applications (e.g., inclusive advertising, ethnic marketing, etc.)
- Exclude irrelevant topics (e.g., biodiversity, ecological diversity, etc.).

2.3. Data Selection Criteria

This study implemented specific inclusion criteria such as limiting the results to 2004-2024, focusing on articles/reviews

in their final publication stage from academic journals, and only including English-language publications. Following Moher et al. (2009), a two-stage screening approach was employed, which included first reviewing the titles and abstracts, followed by a full-text analysis of the selected documents to ensure relevance and quality.

2.4. Data Collection

Data collection consisted of exporting comprehensive document information into .cs format, including the article titles, author information, publication years, source details, citation metrics, keywords, abstracts, and reference lists. This systematic approach ensured the complete capture of relevant information for subsequent analyses.

2.5. Data Analyses

This study employed both Excel and VOSviewer software to conduct the comprehensive bibliometric analysis. In this case, Excel facilitated the examination of publication trends, subject area distribution, geographic contributions, and citation metrics, while VOSviewer enabled the creation of keyword co-occurrence networks, author collaboration patterns, bibliographic coupling visualization, and cluster analyses of the research themes. Overall, this dual approach provided both quantitative metrics and qualitative insights into the emerging trends in diversity marketing research by identifying key themes, influential works, collaboration patterns, and future research directions.

3. RESULTS

3.1. Publication and Citation Trends in Diversity Marketing Research

The publication and citation trends in diversity marketing research from 2004 to 2024 reveal significant patterns. According to Figure 2, the publication trends show a steady upward trajectory, beginning with three studies in 2004 and peaking with 36 studies in 2023. Similarly, the linear trend line indicates a consistent rise in scholarly interest, with notable increases in 2013-2014 (19 publications) and 2022-2023 (36 publications). This growth highlights the increasing academic and practical recognition of diversity marketing, especially as societies become more multicultural and organizations prioritize inclusive practices.

As for the citation patterns in diversity marketing research, they exhibit a high (yet variable) influence over time. According to Figure 3, the citations peak in 2006 (485 citations) and again in 2015 (461 citations), indicating that the seminal works in these periods played an important role in shaping the field. While the overall citation trend includes a slight decline (as indicated by the downward linear trend line), this observation requires cautious interpretation. In this regard, recent publications (2020-2024) naturally include fewer citations due to citation lag time, which refers to the time required for new research to be identified and cited by scholars. For example, there are significant citation clusters in 2006, 2011, and 2015, highlighting these periods of influential research. However, the reduced citation count in recent years (2022-2024) does not necessarily signify a diminished importance. Instead, it simply reflects the recency of these publications.

Finally, a comprehensive analysis of both trends indicates the maturation of the field. For instance, the early years (2004-2010) exhibited fewer publications with high citation impact, indicating groundbreaking foundational work. Conversely, in recent years, there have been an increasing volume of publications accompanied by more distributed citation patterns, representing both growth and diversification in the field. In particular, the pronounced increase in publications in 2022-2023 (coupled with the relatively stable citation patterns) suggests that diversity marketing is entering a new phase of theoretical and empirical development. In this case, researchers are building on established foundations, while exploring novel directions and applications.

Figure 2: Growth trend in diversity marketing publications (2004-2024)

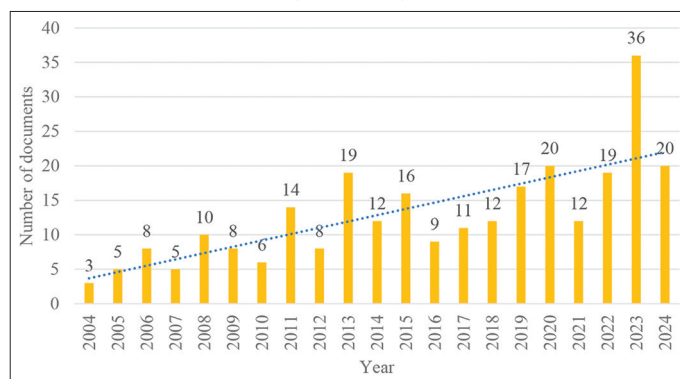
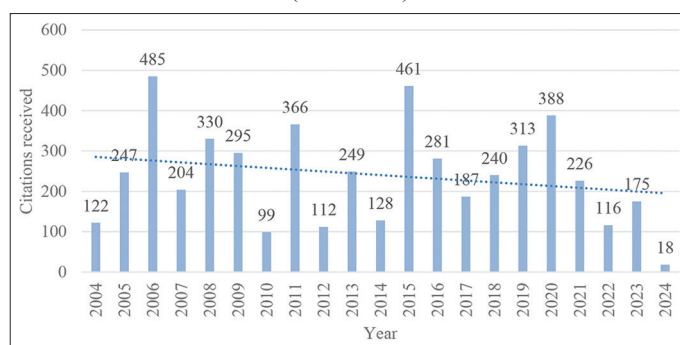


Figure 3: Citation patterns in diversity marketing research (2004-2024)



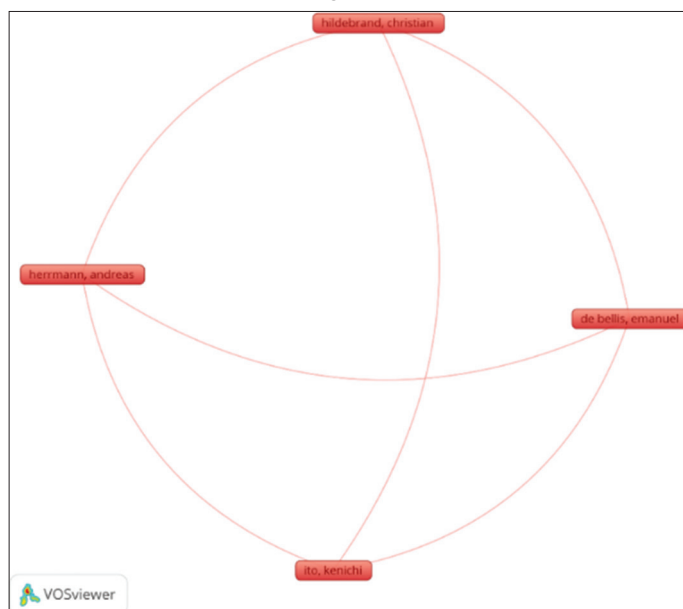
3.2. Co-authorship Analyses

3.2.1. Co-authorship based on authors

In this study, the co-authorship analyses highlight both established collaborations and potential research silos in the field of diversity marketing research. According to Figure 4, which illustrates a limited number of collaborative networks characterized by four authors (i.e., Hildebrand, Herrmann, De Bellis, and Ito), there is a strong and effective research partnership. This finding is further supported by the citation data in Table 1, which identifies Herrmann as one of the 10 most cited authors. With 79 citations derived from two documents, this distinction is only shared with De Bellis.

Upon examining the broader author impact data, Engelen ranks the highest with 171 citations from four documents, followed by Walsh with 168 citations across two documents and Brettel with 150 citations from three papers. Notably, these highly cited authors do not appear in the primary co-authorship network visualization, indicating that they may have collaborated with different research groups or independently conducted their work within the domain of diversity marketing research.

Meanwhile, the relatively sparse co-authorship network (despite encompassing 612 authors) implies that diversity marketing research is somewhat fragmented, with numerous researchers operating within isolated groups, instead of establishing extensive collaborative networks. This observation highlights the opportunities for improved cross-institutional and international collaboration to advance the discipline. Such patterns also suggest

Figure 4: Co-authorship network among diversity marketing researchers

that, while specific authors have achieved a significant individual impact, there is considerable untapped potential for knowledge sharing and collaborative research that could further enrich both the theoretical and practical understanding of diversity marketing. Figure 4 illustrates the co-authorship network within the field of diversity marketing research.

3.2.2. Co-authorship based on countries

In this study, the co-authorship analyses of 55 countries reveal significant patterns in international collaborative diversity marketing research. For example, the United States (U.S.) leads in both productivity (with 109 documents) and impact (with 2,091 citations), positioning the country as a central hub for research collaboration. There are also notable collaborative research clusters among other English-speaking countries, including the United Kingdom (U.K.), Australia, and Canada, and European nations such as Germany and France. This indicates that language and geographical proximity play a crucial role in influencing research partnerships. Details of the top 10 countries are presented in Table 2.

Based on the network visualization in Figure 5, there are three primary collaborative groups: a Western European cluster (consisting of France, Germany, and Sweden); an Anglo-American cluster (including the U.S., the U.K., Australia, and Canada); and an Asian cluster (comprising China and South Korea). Notably, the U.K. serves as a bridge between the European and Anglo-American research clusters, producing 32 documents and garnering 735 citations. This highlights its important role in facilitating international knowledge exchange. Meanwhile, Australia, with its relatively small number of documents (20), has a high citation impact (795). This indicates the high quality of the nation's collaborative research output.

However, there are notable disparities between publication volume and citation impact. For instance, while some countries

Table 1: Top 10 cited authors

No.	Author	Documents	Citations received
1	Engelen, Andreas	4	171
2	Walsh, Gianfranco	2	168
3	Brettel, Malte	3	150
4	Cui, Charles Chi	2	110
5	Licsandru, Tana Cristina	2	110
6	Lin, Hsin-Chen	2	107
7	Grier, Sonya A.	2	106
8	Morgeson III, Forrest V.	2	95
9	De Bellis, Emanuel	2	79
10	Herrmann, Andreas	2	79

Table 2: Details of the top 10 countries

No.	Country	Documents	Citations Received
1	United States	109	2,091
2	Australia	20	795
3	United Kingdom	32	735
4	Germany	16	586
5	China	15	330
6	Canada	14	233
7	South Korea	14	156
8	France	5	95
9	Spain	13	87
10	Sweden	5	80

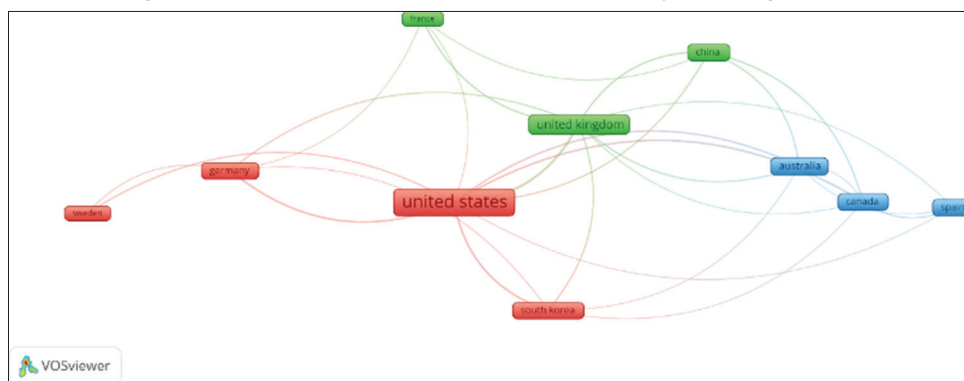
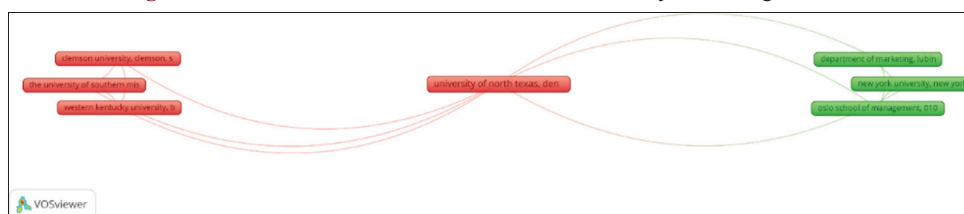
with fewer publications, such as France and Sweden (with five documents each), maintain respectable citation counts (95 and 80, respectively), other countries, such as Spain, produce more documents (13), but receive fewer citations (87). Moreover, despite its presence among the top 10 countries, Sweden's relative isolation in the network suggests opportunities for more international collaboration.

Finally, the strong performance of Asian countries is also evident, with China receiving 330 citations and South Korea garnering 156 citations. Although this indicates an increasing capacity for diversity marketing research, their collaborative networks appear to be more limited than those of Western countries.

3.2.3. Co-authorship based on institutional affiliations

The co-authorship analyses of institutional affiliations reveal noteworthy patterns in collaborative diversity marketing research. According to the visualization in Figure 6, there are three distinct clusters, with the University of North Texas as the central node. Specifically, this institution connects several southern U.S. universities, including Clemson University, the University of Southern Mississippi, and Western Kentucky University, to northern and international institutions such as New York University, the Oslo School of Management, and the Department of Marketing at Lublin.

Despite this visualization indicating a limited number of inter-institutional collaborations, the citation data provides a contrasting perspective. For example, the University of Wollongong emerges as the leader, with 290 citations from a single document. Additionally, three U.S. healthcare institutions, i.e., two University of California at San Francisco departments and the San Francisco Community Health Center (formerly the Asian and Pacific Islander [API] Wellness Center), garnered 202 citations each, underlining

Figure 5: International collaborative network in diversity marketing research**Figure 6:** Institutional collaborative network in diversity marketing research

the importance of health-related diversity marketing research. Meanwhile, U.S. business schools, including those in Ohio, Washington, and Illinois, also form a significant research cluster, each receiving 189 citations.

As for the emerging collaborative networks between institutions in developing markets, they are also noteworthy. For instance, Brazilian universities, such as the Federal University and the Pontifical Catholic University of Rio Grande do Sul, along with Sun Yat-Sen University in China, each received 179 citations. This indicates the growing research capacity in these emerging economies. This apparent disparity between the limited collaborative networks illustrated in the visualization and the high citation impact of individual institutions suggests opportunities for more inter-institutional collaboration in diversity marketing research. This observation also implies that while institutions can independently produce highly impactful research, there is significant potential for increased collaborative endeavors to advance the field. The details of the 10 most prominent author affiliations are presented in Table 3.

3.3. Citation Analyses

3.3.1. Citations of sources

In this study, the citation analyses of 159 sources reveal distinct clusters of influence in diversity marketing research. According to Table 4, which presents the 10 most frequently cited sources, the Journal of Business Research stands out as the leading publication venue, with 19 documents and 883 citations.

This citation data also demonstrates a clear hierarchy of the impact of these sources. Specifically, following the Journal of Business Research, significant contributions are from specialized journals such as the Journal of International Marketing (seven documents, 377 citations) and the Journal of Marketing Communications (four documents, 343 citations). Despite having fewer publications,

these journals have a high impact, indicating their influential and high-quality research. Meanwhile, the Journal of Global Marketing maintains a steady influence, with 10 documents and 130 citations.

Based on the heat map visualization in Figure 7, there are intriguing relationships between the publication venues. For example, the Journal of Business Research is the central node connecting various research streams, including cultural, services, and international marketing. In this case, a distinct advertising cluster emerges, linking the Journal of Advertising and the International Journal of Advertising, both of which have four documents, but different citation impacts of 49 and 44, respectively. Meanwhile, the presence of specialized journals, such as the Journal of Global Fashion Marketing (four documents, 52 citations) and the Journal of Islamic Marketing (seven documents, 377 citations) demonstrates the field's diversification into niche markets and specific cultural contexts. This pattern also suggests that while mainstream marketing journals tend to drive the development of diversity marketing, specialized journals play important roles in investigating specific aspects of this field.

3.3.2. Citations of documents

In this study, the citation analyses of 270 documents reveal distinct influence patterns and scholarly networks in diversity marketing research. According to Table 5, which summarizes the 20 most cited documents and their connections, Aslam (2006) is the most influential work (with 290 citations), followed by Sevelius et al. (2016) (with 202 citations) and Sivadas et al. (2008) (with 189 citations).

Based on Figure 8, which visualizes several citation clusters, there are different research streams within the field. Specifically, the temporal distribution of highly cited works spans from 2004 to 2024, with notable peaks in influential publications in 2005-2009 and 2018-2024. Recent works, such as Licsandru and Cui (2018)

Table 3: The 10 most prominent author affiliations

No.	Affiliations	Documents	Citations Received
1	School of Business, University of Wollongong, NSW 2522, Australia	1	290
2	Department of Family & Community Medicine, Center of Excellence for Transgender Health, University of California, San Francisco, CA, USA	1	202
3	Department of Medicine, Center for AIDS Prevention Studies, University of California, San Francisco, CA, USA	1	202
4	Trans Thrive Program, San Francisco Community Health Center (formerly the Asian and Pacific Islander [API] Wellness Center, San Francisco, CA, USA	1	202
5	College of Business Administration, University of Cincinnati, OH, USA	1	189
6	Milgard School of Business, University of Washington, Tacoma, WA, USA	1	189
7	University of Illinois, Urbana Champaign, IL, USA	1	189
8	Business School, Federal University of Rio Grande do Sul, Porto Alegre, Brazil	1	179
9	Business School, Pontifical Catholic University of Rio Grande do Sul, Porto Alegre, Brazil	1	179
10	Business School, Sun Yat-Sen University, Guangzhou, China	1	179

Table 4: The 10 most frequently cited sources

No.	Source	Documents	Citations received
1	Journal of Business Research	19	883
2	Journal of Global Marketing	10	130
3	Journal of International Marketing	7	377
4	Journal of Services Marketing	5	88
5	Journal of Marketing Communications	4	343
6	Business Horizons	4	155
7	Journal of Marketing Management	4	69
8	Journal of Global Fashion Marketing	4	52
9	Journal of Advertising	4	49
10	International Journal of Advertising	4	44

Table 5: Summary of the 20 most cited documents and their connections

No.	Document	Citations Received	Connections
1	Aslam (2006)	290	0
2	Sevelius et al. (2016)	202	0
3	Sivadas et al. (2008)	189	0
4	Thøgersen et al. (2015)	179	0
5	Walsh et al. (2009)	165	0
6	Funk and Bruun (2007)	163	0
7	Helmeting (2005)	138	0
8	Donthu et al. (2021)	131	0
9	Engelen and Brettel (2011)	114	3
10	Petersen et al. (2015)	96	0
11	Grier et al. (2006)	89	0
13	He and Lyles (2008)	88	0
12	Tallon and Bromley (2004)	88	0
14	Morgeson et al. (2011)	80	0
15	Sheth (2020)	70	0
16	Nam and Kannan (2020)	66	2
17	Mooradian and Swan (2006)	65	0
18	Moro et al. (2019)	59	4
19	Licsandru and Cui (2018)	58	8
20	Lin et al. (2017)	56	1

and Li (2024), demonstrate strong interconnectedness with eight and six links respectively, indicating their role in synthesizing and building on previous research. Similarly, Moro et al. (2019) shows significant integration with the existing literature through four links.

The heat map visualization also reveals three influential research clusters: an early foundational cluster around La Ferle and

Lee (2005) and Pires et al. (2011); a contemporary theoretical development cluster centering on Licsandru and Cui (2018 and 2019); and an emerging research cluster that includes Eisend et al. (2023) and Eisend and Rößner (2022) and related works. Meanwhile, the most highly cited papers (15 out of 20) show no direct links to other documents in the dataset, indicating that they either represent independent theoretical contributions or are based on the broader marketing literature. However, newer publications from 2018 to 2024 exhibit increased interconnectedness, suggesting a maturing field with greater theoretical integration and cross-referencing among diversity marketing researchers.

3.4. Co-occurrence Analyses of Keywords

The bibliometric visualization in Figure 9 underscores the significance of diversity marketing as one of the key components in cross-cultural and ethnic marketing. This significance is highlighted in the blue cluster, which demonstrates robust interconnections with inclusion, multicultural marketing, and diversity. In this network structure, diversity marketing is illustrated through nodes of various sizes, with “inclusive marketing” and “multicultural marketing” as critical concepts. Meanwhile, the interconnecting lines between these nodes represent strong co-occurrence relationships, indicating that diversity-focused marketing approaches are being fundamentally integrated.

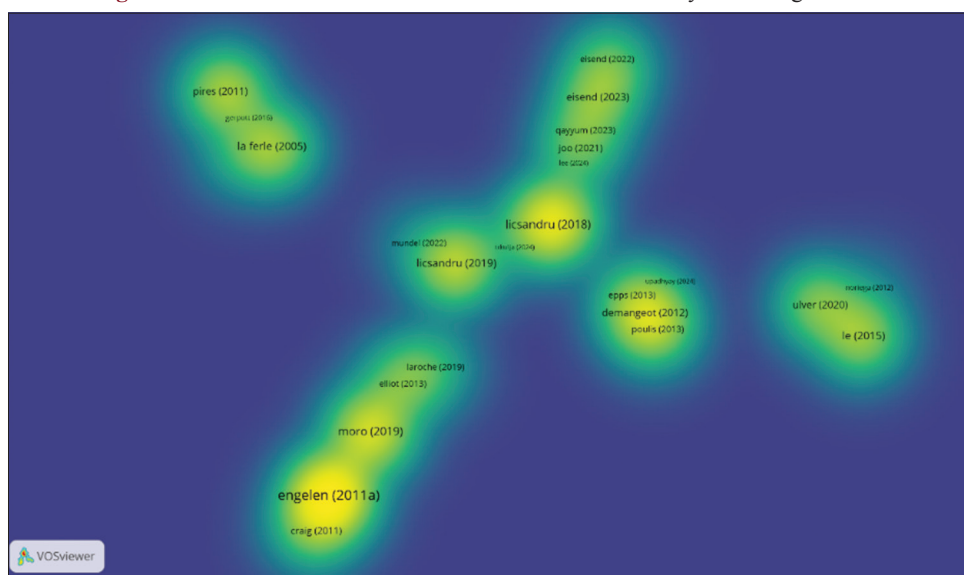
As for the proximity of these nodes to other clusters, especially the green cluster (representing ethnic marketing), it demonstrates the field's progression toward more comprehensive inclusive practices. In this case, the green cluster reveals strong ties to acculturation and ethnicity, highlighting how diversity marketing incorporates cultural adaptation and identity considerations. Within this cluster, the associations with consumption patterns suggest the practical application of diversity marketing strategies for addressing diverse market segments. Additionally, the cross-cluster relationships elucidate how diversity marketing is in line with traditional marketing (represented by the purple cluster), while retaining certain characteristics that focus on inclusion and multicultural understanding. In this regard, the connections between the inclusive and general marketing nodes reflect the mainstream incorporation of diversity considerations into marketing practices.

This visualization also highlights the emerging themes in diversity marketing, especially the prevalence of inclusion-

Figure 7: Citation network analyses of publication sources in diversity marketing research



Figure 8: Document citation network visualization in diversity marketing research



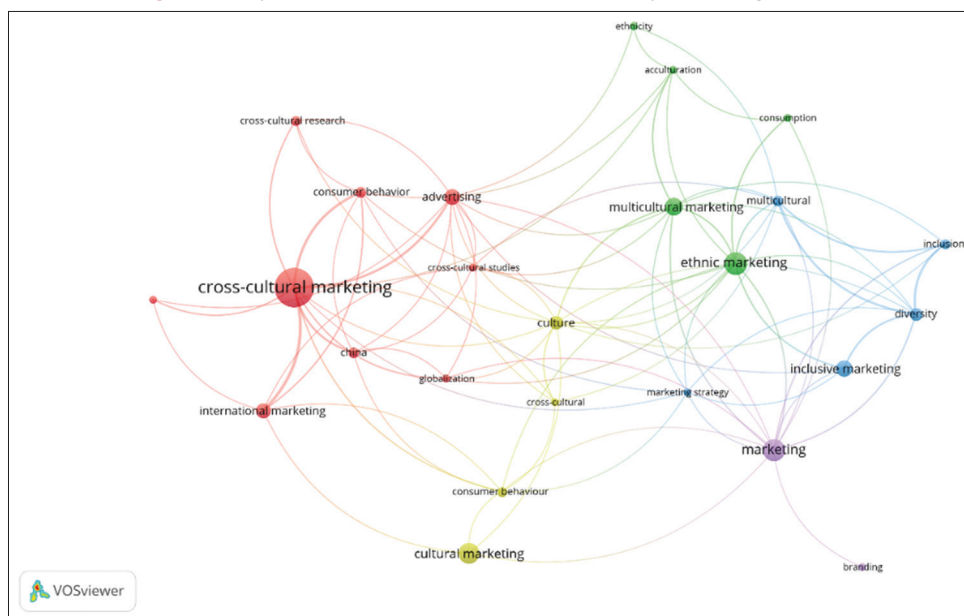
related concepts and their correlations with broader marketing strategies. In this case, these relationships indicate a transformative shift from perceiving diversity marketing as a specialized approach to recognizing it as a fundamental element of contemporary marketing practices. Methodologically, this network structure reveals various approaches to diversity marketing research, especially its integration with cultural studies and consumer behavior analysis. In this regard, the connections between the diversity-related nodes and other marketing concepts suggest a comprehensive research perspective that incorporates both theoretical frameworks and practical applications.

Moreover, the structure of this visualization proposes future diversity marketing research opportunities, particularly in domains where diversity-related concepts intersect with traditional marketing approaches. Such intersections present an opportunity to better understand diverse market segments and formulate

more inclusive marketing strategies. This further emphasizes that diversity marketing has transitioned from a peripheral concern to a central focus within marketing strategies.

In sum, this visualization effectively depicts the integrated nature of diversity marketing in the broader marketing discipline by demonstrating how it connects with and influences various aspects of marketing research and practice. Meanwhile, the emphasis on the relationship between diversity-related concepts and traditional marketing methodologies indicates a maturing field that is merging specialized knowledge of diverse markets with established marketing principles.

As for the implications for marketing practices, marketers should integrate diversity considerations into their strategic planning processes, instead of treating them as isolated initiatives. In this case, the significant correlations between diversity marketing and other marketing concepts highlight the need to adopt

Figure 9: Keyword co-occurrence network in diversity marketing research

comprehensive approaches that account for diversity in all stages of marketing strategy development and execution.

The following visualizations illustrate the evolution and growth of cross-cultural marketing research from 2014 to 2020 through spatial clustering and temporal progression. First, the density map in Figure 10 depicts the concentrations of research activity and scholarly engagement (marked by hot spots, i.e., the yellow areas) that focus on cross-cultural marketing, ethnic marketing, core marketing concepts, and cultural marketing.

Second, Figure 11 employs a temporal color gradient to illustrate the field's development from 2014 to 2020. In this case, the early research from 2014 to 2016 (represented by the purple/blue nodes) established foundational principles for cross-cultural and international marketing, while the research from 2016 to 2018 (illustrated by the green nodes) marked the emergence and evolution of ethnic and multicultural marketing concepts. Conversely, the research from 2018 to 2020 (depicted by the yellow nodes) demonstrated a notable shift toward inclusive marketing, with an increased emphasis on inclusion and diversity. This shift signifies the heightened awareness of diverse market segments and the need for specific marketing strategies tailored to these groups.

Again, this network structure reveals a maturing field that is transitioning from generalized cultural considerations to more targeted approaches. Specifically, the connections among the various nodes demonstrate an increasing integration of traditional marketing principles with cultural considerations. Meanwhile, the temporal progression further suggests a distinct movement toward more specialized and inclusive marketing practices.

Overall, these visualizations collectively illustrate the field's transformation from generalized cross-cultural marketing strategies to more sophisticated, targeted methodologies that

incorporate diversity and inclusion. This ongoing progression also indicates the continued evolution toward more specialized and inclusive marketing practices influenced by academic research and practical market demands.

3.5. Bibliographic Coupling of Papers

In Figure 12, the bibliographic coupling network visualization reveals the evolution and interconnections of cross-cultural and diversity marketing research from 2005 to 2021. Specifically, the yellow cluster, anchored by Aslam (2006) and Hermeking (2005), represents fundamental theoretical frameworks with dense connection patterns, demonstrating their significant influence on subsequent research. The green cluster, centered around Funk and Bruun (2007) and Walsh et al. (2009), indicates methodological development with multiple connections to other clusters, highlighting its role in advancing different research approaches. The blue cluster, featuring works by Petersen et al. (2015) and Lin et al. (2017), emphasizes cultural integration research, bridging fundamental theories with contemporary applications through strong bidirectional connections. Finally, the red cluster, including works by Moro et al. (2019) and Hudaefi and Beik (2021), represents the evolution toward specialized diversity marketing approaches, indicating a clear progression from earlier theoretical foundations.

Overall, this network structure is conveyed through three key elements: nodes (circles), connecting lines, and spatial layout. In this case, node size indicates citation impact, with larger nodes representing more influential works. Meanwhile, the thickness of the connecting lines represents the strength of the shared references between publications, with their colors matching the cluster membership. As for the spatial layout, it places conceptually similar works in close proximity, with central-peripheral positions revealing influence patterns.

In sum, this structured visualization effectively demonstrates the field's evolution from broad theoretical foundations through

methodological development and cultural integration to contemporary diversity marketing applications. In this case, the specific color coding and consistent visual elements highlight the chronological progression and thematic relationships in this research field. Moreover, the network density and connection patterns show how foundational works influence contemporary research, while specialized diversity marketing approaches emerge.

3.6. Cluster Analyses and Future Research Propositions

3.6.1. Cluster 1 (red): Cross-cultural marketing research

Based on Cluster 1, the analysis of the research themes reveals several key findings. First, cross-cultural marketing research has significantly evolved, with pioneering works, such as Aslam (2006), examining various cultural elements (e.g., color in marketing communications) and receiving 290 citations for establishing a foundational understanding. In addition, Engelen and Brettel (2011) received 114 citations by evaluating cross-cultural marketing theory and research frameworks. Their work also emphasized the importance of understanding both universal and culture-specific elements in marketing strategies. Similarly, Morgeson et al. (2011) received 80 citations by investigating the cross-national determinants of customer satisfaction and demonstrating how cultural values influence consumer behavior across markets.

Recent research has increasingly examined digital transformation and inclusive marketing approaches. For instance, Nam and Kannan (2020) investigated the impact of the digital environment on cross-cultural customer journeys, while De Bellis et al. (2019) examined personalization in different customization experiences across cultures. These studies represent the increasing importance of cultural adaptation in digital marketing strategies. Meanwhile, multicultural marketing research has begun to focus on inclusive advertising, as seen in Ulver and Laurell (2020), who analyzed political ideology in consumer resistance to multicultural marketing. These studies indicate that this field has evolved from examining fundamental cultural differences to investigating more complex interactions between cultural values, technology, and consumer behavior.

Overall, the key findings across studies consistently show that successful cross-cultural marketing requires a deeper understanding of cultural nuances and adaptation strategies. In this regard, future studies should investigate digital and social media marketing across cultures by measuring the return on investment (ROI) of culturally adapted strategies and examining the effectiveness of inclusive marketing across demographic groups. Previous scholars have also emphasized the importance of focusing on emerging markets and evolving cultural values in global marketing (Shao et al., 2023; Thøgersen et al., 2015). This trajectory suggests a shift toward a more nuanced understanding of cultural elements and how they interact with modern marketing approaches, especially in today's increasingly connected global marketplace. Table 6 highlights the key research directions, research questions, potential gaps, and sources for future diversity marketing research in Cluster 1.

In this table, the research questions address the gaps in the literature, while building on established theoretical frameworks. They also focus on the emerging trends in technology, the changing consumer behaviors, and the evolving marketing practices in a diverse global marketplace. In order to comprehensively address these questions, researchers should utilize a mixed-method approach that combines quantitative analysis with qualitative insights.

3.6.2. Cluster 2 (green): Ethnic marketing and acculturation studies

Based on Cluster 2, the analysis of the research themes reveals significant developments in understanding ethnic consumer behavior and multicultural marketing. For example, Gonzalez-Fuentes and Iglesias-Fernández (2013) applied homeownership as an indicator of consumer acculturation, while Funk and Bruun (2007) (with 163 citations) focused on socio-psychological motives in sports tourism marketing, indicating the broad impact of cultural factors across different marketing contexts. These foundational works were complemented by the text-mining analysis of Moro et al. (2019) (with 59 citations), which helped systematize the understanding of ethnic marketing development.

Recent research has increasingly focused on digital transformation and cultural identity in marketing. For instance, Sepehr et al. (2023)

Table 6: Key research directions, research questions, potential gaps, and sources for future diversity marketing research in cluster 1

Research Directions	Research Questions	Gaps	Sources
Digital and artificial intelligence (AI) Integration	RQ1: How do AI algorithms impact cultural bias in personalized marketing?	Cultural bias in AI and algorithmic fairness in marketing	de Bellis et al. (2019); Nam and Kannan (2020)
Cultural Adaptation Metrics	RQ2: What quantitative metrics effectively measure cross-cultural marketing success?	Standardized measurement frameworks and ROI assessment	Engelen and Brettel (2011); Morgeson et al. (2011)
Emerging Market Dynamics	RQ3: How do cultural values in emerging markets influence global marketing strategies?	Market-specific adaptation strategies and cultural value evolution	Aslam (2006); Shao et al. (2023)
Digital Platform Impact	RQ4: How do digital platforms transform cross-cultural consumer journeys?	Platform-specific cultural adaptation and digital consumer behavior	de Bellis et al. (2019); Nam and Kannan (2020)
Generational Response	RQ5: How do generational cohorts across cultures respond to inclusive marketing?	Cross-generational marketing effectiveness and cultural value transmission	Moreno Gil et al. (2019); Thøgersen et al. (2015)

investigated the role of social media in immigrant consumer acculturation, while Chatzopoulou and Navazhylava (2022) examined ethnic brand identity work through digital self-presentation. This digital focus builds on an earlier work by Peñaloza (2018) (with 31 citations), who developed a framework for understanding ethnic marketing practices under changing social dynamics.

Overall, the main findings across studies consistently demonstrate that successful multicultural marketing requires a better understanding of universal and culture-specific consumer behavior elements (Licsandru and Cui, 2019; Peñaloza, 2018). Meanwhile, various scholars have identified several important research directions, including examining the impact of digital platforms on ethnic consumer acculturation (Sepehr et al., 2023), analyzing the intersectional identities in consumption behavior (Gonzalez-Fuentes and Iglesias-Fernández, 2013), and developing metrics for measuring the effectiveness of multicultural marketing (Moro et al., 2019). This research trajectory indicates an increasing focus on understanding how cultural dynamics shape consumer behavior in digital environments, while maintaining effective engagement with diverse consumer segments (Chatzopoulou and Navazhylava, 2022). This evolution also reflects the growing importance of various sophisticated approaches to multicultural marketing, especially in an increasingly connected global marketplace. Table 7 highlights the key research directions, research questions, potential gaps, and sources for future diversity marketing research in Cluster 2. These research questions build on the established frameworks, while examining emerging digital dynamics in ethnic marketing.

3.6.3. Cluster 3 (blue): Multicultural and inclusive marketing

Based on Cluster 3, the analysis of the research themes reveals several key developments in diversity marketing research. For example, recent studies by Baek et al. (2023) and Lee et al. (2024) have advanced the understanding of consumers' responses to inclusive advertising across cultural contexts by focusing on East Asian markets and disability representation in luxury fashion marketing. In addition, the seminal work by Eisend et al. (2023) (with 35 citations) comprehensively examined diversity representation in advertising research, emphasizing the gaps in understanding intersectionality and advertisers' perspectives.

Recent research has increasingly focused on strategic approaches to diversity marketing, with Burgess et al. (2023) developing a

typology of brand approaches according to the depth of diversity integration and the order of entry. This work complements Licsandru and Cui's (2019) study (with 52 citations) on ethnic marketing strategies for global millennial consumers, highlighting the importance of authentic multicultural representation. Meanwhile, related studies consistently demonstrate that effective inclusive marketing requires genuine representation and cultural sensitivity. Their findings also indicate positive impacts on brand perception and consumer well-being when authentically executed (Qayyum et al., 2023; Smith et al., 2005).

Key research trends have also indicated the importance of examining the effectiveness of diversity initiatives across consumer segments. For instance, recent studies by Motley and Perry (2013) and Ulver and Laurell (2020) have investigated how marginalized communities respond to marketing efforts, finding that tokenistic approaches can have a negative impact on brand perception. Meanwhile, various scholars have identified several critical research directions, including investigating intersectionality in marketing communications, examining digital platform effects on inclusive marketing, and developing metrics for measuring the ROI of diversity initiatives (Burgess et al., 2023; Motley and Perry, 2013). This research trajectory indicates an increasing focus on understanding how different forms of representation resonate across cultural contexts, while maintaining authentic engagement with diverse consumer groups. Table 8 highlights the key research directions, research questions, potential gaps, and sources for future diversity marketing research in Cluster 3. This research agenda helps advance the understanding of inclusive marketing strategies, while maintaining authentic representation and meaningful consumer engagement.

3.6.4. Cluster 4 (Yellow): Cultural marketing and consumer behavior

Based on Cluster 4, the analysis reveals several significant developments in diversity marketing research. For instance, Licsandru and Cui (2019) examined ethnic marketing to global millennial consumers, indicating that traditional mono-ethnic targeting approaches are becoming less effective for such diverse audiences. In related research, Engelen and Brettel (2011) conducted a comprehensive review of cross-cultural marketing theory, identifying gaps in understanding the cultural impacts on marketing effectiveness and emphasizing the need for more sophisticated approaches to international market segmentation.

Table 7: Key research directions, research questions, potential gaps, and sources for future diversity marketing research in cluster 2

Research directions	Research questions	Gaps	Sources
Digital Acculturation and Consumers' Behaviors	RQ1: How do digital platforms shape ethnic consumers' acculturation processes?	Digital transformation and cultural adaptation	Chatzopoulou and Navazhylava, (2022); Sepehr et al. (2023)
Cultural Identity and Consumption	RQ2: How do intersectional identities influence multicultural consumption patterns?	Identity complexity and consumption behavior	Gonzalez-Fuentes and Iglesias-Fernández (2013); Licsandru and Cui (2019)
Measurement and Effectiveness	RQ3: What metrics effectively assess multicultural marketing success across platforms?	ROI measurement and performance indicators	Moro et al. (2019); Ulver and Laurell (2020)
Generational Dynamics	RQ4: How do generational differences affect ethnic consumer behavior?	Age cohorts and cultural transmission	Funk and Bruun (2007); Peñaloza (2018)
Social-media and Cultural Expression	RQ5: How do social platforms influence cultural identity representation?	Digital identity and cultural authenticity	Chatzopoulou and Navazhylava, (2022); Sepehr et al. (2023)

Table 8: Key research directions, research questions, potential gaps, and sources for future diversity marketing research in cluster 3

Research directions	Research questions	Gaps	Sources
Intersectional Marketing and Consumers' Responses	RQ1: How do multiple identity dimensions influence consumers' engagement with inclusive marketing?	Intersectionality and its impact on identity representation	Baek et al. (2023); Eisend et al. (2023)
Digital Platform Effectiveness	RQ2: How do different digital channels affect inclusive marketing authenticity?	Platform-specific strategies and digital engagement metrics	Burgess et al. (2023); Motley and Perry (2013)
Authentic Representation and Brand Value	RQ3: What strategies maximize authentic representation, while delivering business value?	ROI measurement and authenticity metrics	Licsandru and Cui (2019); Smith et al. (2005)
Consumers' Psychological Well-being Across Cultures	RQ4: How does inclusive marketing impact consumers' psychological well-being across cultures?	Cultural sensitivity and consumer welfare	Licsandru and Cui (2019); Qayyum et al. (2023)
Tokenism Prevention	RQ5: What frameworks help brands avoid superficial diversity initiatives?	Authentic engagement and meaningful representation	Fridley et al. (2023); Moreno Gil et al. (2019)

The research objectives in this cluster predominantly focus on understanding ethnic consumer behavior and cultural adaptation in marketing communications, as demonstrated in Moreno Gil et al.'s (2019) study of cultural tourism marketing.

As for the citation patterns, they indicate strong scholarly interest in the theoretical foundations and contemporary applications of diversity marketing. For example, Engelen and Brettel's (2011) work received 114 citations, while Licsandru and Cui's (2019) study garnered 52 citations, indicating the growing importance of this field. Meanwhile, the main findings of other studies reveal that cultural values have a significant influence on consumers' responses to marketing communications (Ulver and Laurell, 2020), with standardized global marketing approaches often requiring local cultural adaptations (de Bellis et al., 2019). Similarly, ethnic consumers tend to demonstrate complex patterns of cultural identity navigation, especially in digital environments (Zhang et al., 2020).

At this point, several research directions emerge as critical for advancing the field of diversity marketing. These include investigating the impact of digital technology on cross-cultural marketing effectiveness Nam and Kannan (2020) by examining the unique diversity marketing needs of emerging markets (Lu et al., 2018) and analyzing the role of social media in cultural identity expression and consumption (Lin et al., 2017). In this regard, this cluster's emphasis on keywords, such as "cross-cultural marketing," "ethnic marketing," and "multicultural marketing," highlights the interconnected nature of diversity-focused marketing approaches and their increasing importance in contemporary business practices. Future research should also develop improved metrics for measuring diversity marketing performance and understanding the evolving digital and social dynamics in multicultural marketing contexts (Hult et al., 2022). Table 9 highlights the key research directions, research questions, potential gaps, and sources for future diversity marketing research in Cluster 4. These research questions and sources provide a foundation for advancing the understanding of diversity marketing, especially in an increasingly complex global marketplace.

3.6.5. Cluster 5 (Purple): General marketing and branding

Based on Cluster 5, the analysis reveals several interconnected themes and evolving paradigms in the field of diversity marketing.

In this regard, cross-cultural and multicultural marketing approaches have significantly evolved, with various researchers, such as Licsandru and Cui (2019), examining how ethnic marketing strategies affect global millennial consumers' behaviors and brand perceptions. Their work (with 52 citations) emphasized the importance of authentic cultural representation in marketing communications. Based on this foundation, Laroche and Teng (2019) provided valuable insights into global consumer culture perspectives, underscoring the complex interplay between cultural identity and consumers' decision-making processes.

The research objectives in this cluster demonstrate a clear progression from traditional cross-cultural frameworks to more inclusive approaches. For example, Yu et al. (2019) investigated branding strategies in transitional economies, while Dewey and Heiss (2015) examined inclusive branding strategies for diverse consumer groups. These studies indicate that cultural identity significantly influences consumers' behaviors and marketing effectiveness. Bhanja and Mehta (2022) expanded this understanding by examining consumers' evaluations of unisex extension brands, finding that gender-inclusive marketing strategies affect brand perception and consumers' responses.

Meanwhile, recent technological developments have transformed how organizations apply diverse marketing strategies. As shown by Galli et al. (2019) and Ulver and Laurell (2020), digital platforms and social media have created new opportunities for inclusive marketing practices, while raising challenges regarding authentic cultural representation. Related research has also revealed important findings regarding consumers' acculturation patterns, with works by Lim and French (2024) and Mossinkoff and Corstanje (2011) demonstrating how cultural adaptation impacts the effectiveness of marketing strategies.

At this point, several promising research directions emerge from this analysis. These include investigating the role of digital technology in facilitating inclusive marketing practices, examining intersectionality in multicultural consumer behaviors, and developing robust measurement metrics for evaluating inclusive marketing effectiveness. Similarly, various researchers, such as Noriega (2012) and Beniflah (2020), have suggested more comprehensive frameworks that integrate sustainability considerations with diverse marketing strategies. This evolution

Table 9: Key research directions, research questions, potential gaps, and sources for future diversity marketing research in cluster 4

Research Directions	Research Questions	Gaps	Sources
Digital Transformation and Cultural Marketing	RQ1: How do AI and machine learning technologies influence cross-cultural marketing effectiveness and consumers' behaviors?	Digital environments in global markets and the impact of social media on cultural marketing	Lin et al. (2017); Nam and Kannan (2020)
Consumer Identity and Multicultural Marketing	RQ2: How do generational differences affect multicultural consumers' responses to ethnic marketing strategies?	Millennial consumers and cultural adaptation	Licsandru and Cui (2019); Zhang et al. (2020)
Measurement and Performance	RQ3: What metrics effectively measure the ROI and performance of diversity marketing initiatives across different cultural contexts?	Customer satisfaction framework and cross-national analysis	Hult et al. (2022); Lu et al. (2018)
Emerging Markets and Cultural Adaptation	RQ4: How do emerging market consumers navigate between global and local cultural identities in their consumption behaviors?	Cultural customization and political ideology research	de Bellis et al. (2019); Ulver and Laurell (2020)
Social-media and Cultural Expression	RQ5: How does social media influence cultural identity formation and expression in diverse consumer groups?	Research on brand post-popularity cross-cultural marketing framework	Engelen and Brettel (2011); Lin et al. (2017)

reflects the broader shift from traditional cross-cultural marketing to more nuanced, inclusive approaches that acknowledge diverse consumer identities and experiences. Table 10 highlights the key research directions, research questions, potential gaps, and sources for future diversity marketing research in Cluster 5. These research directions significantly advance the understanding of diversity marketing strategies, while addressing the existing theoretical and practical gaps in the literature.

Based on the bibliometric analysis in this study, a comprehensive framework emerges that integrates cluster relationships and variable dynamics into diversity marketing research. This framework is anchored by three main clusters: Cross-Cultural Marketing Foundations (red), Inclusive Marketing Strategies (blue), and Ethnic Consumer Behaviors (green), each contributing distinct yet interconnected perspectives to the field of diversity marketing. Specifically, the Cross-Cultural Marketing Foundations cluster emphasizes digital technology integration and market infrastructure as antecedents (de Bellis et al., 2019; Nam and Kannan, 2020), with the mediating variables of platform effectiveness and cultural adaptation mechanisms. As for the Inclusive Marketing Strategies cluster, it builds on cultural representation authenticity (Lee et al., 2024) and consumer identity factors (Licsandru and Cui, 2019) as antecedents, with brand communication and consumer engagement serving as mediators. Finally, the Ethnic Consumer Behaviors cluster considers digital acculturation patterns (Sepehr et al., 2023) and cultural identity strength (Funk and Bruun, 2007) as antecedents, with cultural resonance and digital platform interactions as mediating variables.

The cross-cluster relationships also reveal important dynamics in regard to technology-culture integration, measurement frameworks, and consumer response patterns. For example, digital platforms influence cultural representation (red → blue), while consumer behaviors shape technology adoption (green → red). Meanwhile, measurement frameworks demonstrate how cross-cultural metrics inform inclusion strategies (red → blue) and how consumers' responses impact measurement approaches (green → red). According to previous studies, these relationships are moderated by market context (Yu et al., 2019),

consumer demographics (Funk and Bruun, 2007), technological infrastructure (de Bellis et al., 2019), and cultural diversity (Moro et al., 2019).

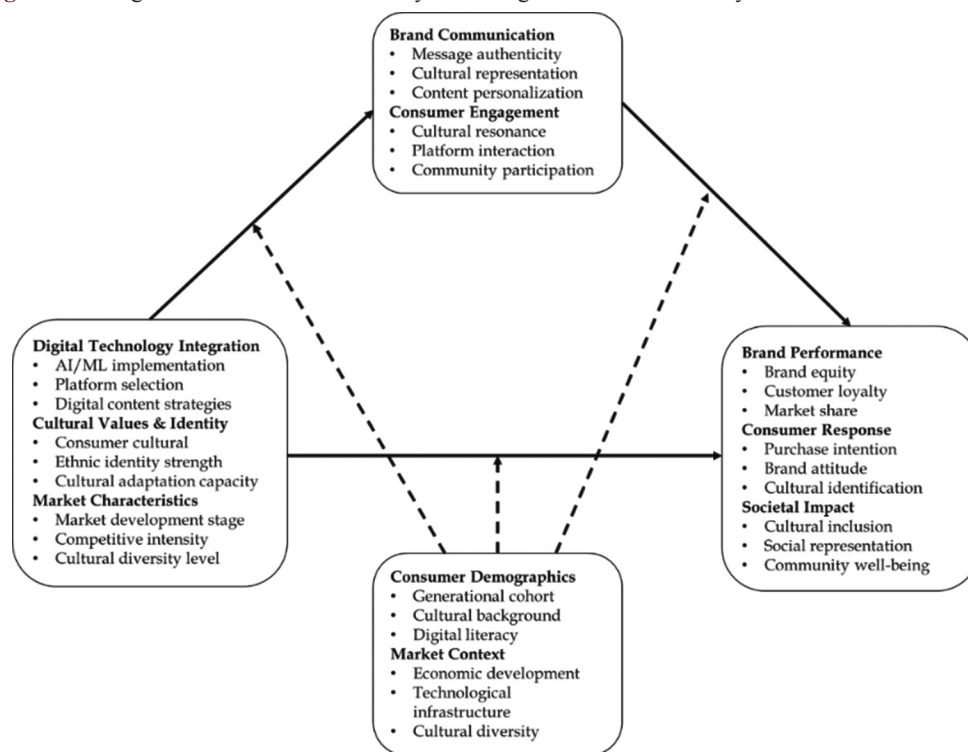
As for the results of this framework, they span across clusters, with brand performance metrics comprising equity and loyalty (Baek et al., 2023), consumer responses including purchase intention and attitudes (Eisend et al., 2023), and broader societal impacts reflecting cultural inclusion and representation (Qayyum et al., 2023). This integrated perspective indicates how developments in each cluster both inform and enhance diversity marketing research, while highlighting the complex interplay between different variables and their collective impact on marketing effectiveness.

Figure 13 presents an integrated framework for diversity marketing research based on key variables and their relationships. In this case, the antecedents of effective diversity marketing include digital technology integration, as examined by Nam and Kannan (2020) and De Bellis et al. (2019), who focused on AI/machine learning implementation and platform selection. Cultural values and identity are also important antecedents, with Licsandru and Cui (2019) emphasizing consumer cultural orientation and ethnic identity strength as fundamental factors. In addition, market characteristics, including the development stage and competitive intensity, play vital roles as antecedents (Shao et al., 2023; Thøgersen et al., 2015).

Overall, this framework identifies key mediating variables through brand communication and consumer engagement. In this regard, Lee et al. (2024) and Baek et al. (2023) showed how message authenticity and cultural representation mediate marketing effectiveness. Meanwhile, consumer engagement factors, such as cultural resonance (Eisend et al., 2023) and platform interaction (Lin et al., 2017), further mediate the relationship between marketing efforts and outcomes. As for the moderating variables, they significantly influence these relationships, especially consumer demographics and the market context. Similarly, Funk and Bruun (2007) emphasized how generational cohorts moderate marketing effectiveness, while Yu et al. (2019) and De Bellis

Table 10: Key research directions, research questions, potential gaps, and sources for future diversity marketing research in cluster 5

Research Directions	Research Questions	Gaps	Sources
Digital Transformation and Cultural Identity Measurement and Metrics	RQ1: How do AI and machine learning technologies influence the effectiveness of culturally targeted marketing campaigns? RQ2: What metrics effectively measure inclusive marketing strategies' ROI and brand impact across different cultural contexts?	Digital cultural framework switching in marketing communications Enhancing ethnic marketing effectiveness by creating standardized assessment tools for multicultural marketing success	Beniflah (2020), Noriega (2012) Licsandru and Cui (2019)
Intersectionality and Consumers' Behaviors	RQ3: How do intersectional identities influence consumers' responses to inclusive marketing efforts?	Studies on gender and cultural identity explore how various demographic factors influence marketing reception	Bhanja and Mehta (2022)
Sustainability Integration	RQ4: How can organizations effectively integrate sustainability initiatives with culturally diverse marketing strategies?	Exploring political ideology in consumer resistance by examining green marketing through a cultural lens	Ulver and Laurell (2020)
Global Market Evolution	RQ5: How do emerging markets reshape global approaches to inclusive marketing?	Research on transitional economies examines reverse innovation in multicultural marketing, integrates behavioral economics with cultural marketing theory, and develops predictive campaign model success	Yu et al. (2019)

Figure 13: Integrated framework for diversity marketing research based on key variables and relationships

et al. (2019) highlighted the moderating effects of economic development and technological infrastructure. Regarding the clusters of brand performance, they include brand equity, customer loyalty, and market share (Baek et al., 2023; Lee et al., 2024), while consumer response measures purchase intention, brand attitude, and cultural identification (Eisend et al., 2023; Motley and Perry, 2013). Notably, societal impact emerges as an important dimension, with Ulver and Laurell (2020) and Qayyum et al. (2023) examining the effects of cultural inclusion, social representation, and community well-being.

In sum, this integrated framework provides researchers with a structured approach for examining diversity marketing and related

phenomena, while identifying key measurement areas for future studies. Moreover, the correlations between the variables indicate that effective diversity marketing requires a careful consideration of multiple factors and their interactions across different cultural contexts and market environments.

4. DISCUSSION

In this study, our bibliometric analysis of diversity marketing research reveals a field that is undergoing a profound transformation, with significant theoretical and practical implications. Thus, in this discussion, we systematically examine our results through multiple lenses in order to build a comprehensive understanding of how

diversity marketing research has evolved and where it must go in both the short- and long-term.

First, our findings regarding the three-phase evolution of this field provide a new context for understanding previous research trajectories. Specifically, the foundational phase (2004-2010) builds on Aslam's (2006) seminal study of cultural elements in marketing communications, which garnered 290 citations and established early principles for cross-cultural marketing adaptation. However, while Aslam primarily focused on color symbolism across cultures, our analysis indicates that this period established a broader foundation for understanding cultural elements in the marketing field. As for the theoretical development phase (2011-2017), it extends Engelen and Brettel's (2011) framework for cross-cultural marketing theory. Although their work (with 114 citations) provided important theoretical scaffolding, our analysis shows that this period produced more comprehensive theoretical integration than previously recognized, especially in connecting cultural adaptation theories with emerging digital marketing frameworks. Regarding the current sophistication phase (2018-2024), it advances the previous understanding in recent reviews. For example, while Nam and Kannan (2020) identified increasing technological integration in diversity marketing, our analysis suggests that this trend is part of a broader pattern of methodological sophistication comprising multiple dimensions beyond technological adoption.

Second, our findings regarding geographic distribution patterns provide an important context for understanding previous research. In this regard, the dominance of Western institutions, especially the 2,091 citations from 109 documents in the United States, adds nuance to the earlier observations of Licsandru and Cui (2019). Their study (with 52 citations) examined global millennial consumers, but mainly from a Western perspective. Our analysis indicates that this Western-centric view has been a persistent pattern in the development of this field. However, our identification of emerging Asian research clusters, especially China's 330 citations and South Korea's 156 citations, goes beyond our previous understanding of regional contributions. This finding also significantly expands Yu et al.'s (2019) study on emerging market dynamics in diversity marketing.

Third, by identifying five distinct research clusters, this study provides a new context for understanding how various research streams have evolved and intersected in diversity marketing research. Specifically, the Cross-Cultural Marketing Foundations cluster extends the work of De Bellis et al. (2019) by demonstrating how digital transformation is integrated with cultural adaptation frameworks. While their groundbreaking study primarily focused on digital customization, our analysis indicates broader implications for cultural representation across marketing channels. As for the Inclusive Marketing Strategies cluster, it advances Lee et al.'s (2024) research on consumers' responses to diversity initiatives. Although they investigated specific aspects of cultural representation, our analysis links these insights to broader theoretical developments and methodological innovations. Similarly, the Ethnic Consumer Behavior cluster offers a new context for interpreting Sepehr et al.'s (2023) study on digital

acculturation patterns, demonstrating how social media only represents one component of the complex interactions between traditional cultural values and modern digital platforms. Regarding the Cultural Marketing and Consumer Behavior cluster, it extends Licsandru and Cui's (2019) study of millennial consumers, revealing the evolution from mono-ethnic targeting approaches to more sophisticated strategies for diverse consumer segments. Concerning the General Marketing and Branding cluster, it integrates traditional marketing frameworks with diversity-related considerations, which is particularly evident in Yu et al.'s (2019) research on emerging markets and brand strategy adaptation. Collectively, these five clusters illustrate the transformation of this field from specialized diversity marketing approaches to more integrated frameworks that incorporate cultural, technological, and consumer behavior dimensions.

Finally, our findings regarding methodological sophistication significantly extend previous understandings. For instance, while Eisend et al. (2023) noted increasing methodological rigor in diversity advertising research (with 35 citations), our analysis indicates that this trend occurs across multiple sub-fields of diversity marketing research. Meanwhile, the sparse collaborative networks identified provide an important context for interpreting previous results about the development of diversity marketing research. Although this pattern was not apparent in earlier reviews, it explains some of the field's theoretical and methodological fragmentation, which scholars, such as Moro et al. (2019), noted in their text-mining analysis of ethnic marketing research.

Overall, these correlations with previous studies suggest several important directions for future research. First, although we identified increasing methodological sophistication, there is still a need for more integrated theoretical frameworks that include both technological capabilities and cultural sensitivities. This goes beyond the technological focus of recent works, such as Nam and Kannan (2020), by encompassing broader questions of cultural representation and authenticity. Second, our analysis reveals opportunities for more diverse research collaborations that can help address the Western-centric patterns identified in this study. This also extends Yu et al.'s (2019) observations about emerging market dynamics by suggesting fundamental changes in how diversity marketing research is both conducted and disseminated. Third, the interconnections that we identified between research clusters indicate opportunities for theoretical synthesis that can advance the understanding of how different aspects of diversity marketing interact with one another. In this case, this extends the specialized focus of previous studies by suggesting more holistic approaches to understanding diversity marketing and its related phenomena.

In sum, these relationships to previous research collectively indicate that while the field of diversity marketing has made significant progress, there are still opportunities for theoretical development, methodological innovation, and more inclusive research practices. In this regard, understanding these connections can help both researchers and practitioners navigate the evolving landscape of diversity marketing, especially in today's increasingly connected and diverse global market.

5. IMPLICATIONS

5.1. Theoretical Implications

Due to the increasing integration of digital technology in diversity marketing, fundamental revisions should be made to existing theoretical frameworks. Additionally, traditional theories of cultural adaptation in marketing should account for how AI and machine learning technologies mediate cultural representation and consumer engagement. Based on our analysis, theoretical models should go beyond simple cultural adaptation and encompass the complex interplay between technological affordances and cultural authenticity in digital environments.

As highlighted by recent research (Baek et al., 2023), the emergence of sophisticated measurement approaches suggests the need for more robust theoretical frameworks to examine the effectiveness of diversity marketing. Meanwhile, current theories still inadequately capture the multidimensional nature of cultural representation in marketing communications, especially in digital contexts. This indicates the need for integrated theoretical frameworks that account for traditional marketing metrics and the broader societal impact of diversity initiatives.

Finally, regarding the interconnected nature of the research clusters, our finding implies the need for theoretical approaches that can bridge previously distinct domains. In this regard, the identified relationships between cross-cultural foundations, inclusive marketing strategies, and ethnic consumer behavior indicate that future theoretical development should focus more on integration, instead of specialization. This can result in more comprehensive theories that better reflect the complexity of modern marketing practices.

5.2. Practical Implications

For marketing practitioners, our analysis provides several important implications for strategy development and implementation. First, organizations should develop more sophisticated approaches to measuring the ROI of diversity marketing that go beyond traditional metrics. This includes creating measurement frameworks that capture both short-term business outcomes and long-term impacts on brand equity and consumer relationships. Additionally, effective measurement approaches should integrate quantitative metrics with qualitative cultural authenticity and representation assessments.

Second, the findings highlight the importance of authentic representation in marketing communications. In this regard, organizations should go beyond superficial diversity initiatives to develop marketing strategies that genuinely reflect and resonate with diverse consumer segments. This requires a deeper understanding of how different cultural contexts and identities impact consumers' responses to marketing messages, especially in digital environments.

Third, our analysis reveals that effective diversity marketing increasingly depends on a sophisticated understanding of how various platforms mediate cultural expression and consumer engagement. In this case, organizations should develop platform-

specific approaches that maintain cultural authenticity, while leveraging technological capabilities.

Finally, regarding organizational structure and capabilities, marketing teams should improve their understanding of intersectional consumer identities and how they influence the effectiveness of marketing strategies. This may require new approaches to team composition, training, and development in order to ensure that organizations have the necessary cultural competencies to effectively execute diversity marketing strategies.

5.3. Broader Marketing Industry Implications

The findings of this study also have significant implications for the broader marketing industry and its evolution. First, the increasing sophistication of diversity marketing research indicates that organizations should develop more nuanced market segmentation and targeting approaches. This is because traditional demographic approaches are becoming increasingly inadequate for capturing the complexity of modern consumers' identities and behaviors.

Second, despite the global nature of diversity marketing challenges, the concentration of research in Western institutions underscores the need for more inclusive industry practices. In this regard, organizations should actively seek diverse perspectives in strategy development and implementation, especially in emerging markets in which cultural dynamics may significantly differ from those in Western contexts.

Finally, our analysis provides implications for marketing education and professional development. In this case, the complex interplay between technology, culture, and consumer behavior identified in our study suggests that marketing professionals require a more sophisticated understanding of technical and cultural factors in order to succeed in diverse markets.

In sum, these implications collectively demonstrate that diversity marketing is evolving from a specialized practice into a fundamental aspect of marketing strategies. This also implies that organizations that can effectively integrate these insights into their marketing practices, while maintaining authentic cultural engagement, will be better positioned to succeed in today's increasingly diverse and digitally connected global market.

6. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Our bibliometric analysis of diversity marketing research also reveals several limitations that contextualize our findings and suggest promising directions for future investigations. The first limitation is that our focus on only English-language publications may have excluded valuable contributions from scholars in other languages, especially in emerging markets in which diversity marketing practices are rapidly evolving. Thus, future research should conduct multi-language analyses and comparative studies of diversity marketing practices across different linguistic and cultural contexts.

Another limitation is our reliance on only one database (i.e., the Scopus database). Although it provided comprehensive coverage (compared to the alternatives), it may not have captured all the relevant publications, particularly in emerging markets or specialized regional journals. We also excluded industry reports and practitioners' insights, which might have offered valuable insights into diversity marketing practices. Hence, future studies should incorporate multiple databases and non-academic sources to capture a broader range of the scholarly contributions.

There is also a methodological limitation, due to the constraints of the bibliometric analysis in capturing the qualitative nuances of diversity marketing research. Although it was effective for identifying various patterns and relationships, this approach may not have fully revealed the contextual richness or emerging theoretical constructs. In this regard, future research should complement the bibliometric analysis with in-depth qualitative reviews in order to provide deeper insights into theoretical developments and practical applications.

The final limitation is the citation patterns of recent publications (2020-2024), since these works have not had sufficient time to accumulate citations that reflect their impact. In this regard, this citation lag primarily affects our ability to evaluate emerging research streams in various areas such as AI applications or intersectional consumer identity studies.

Based on these limitations and our findings, we present several important areas for future research. First, the rapid integration of AI and machine learning in marketing practices requires an investigation of algorithmic biases and frameworks for ensuring culturally sensitive applications. In this case, the lack of standardized metrics for measuring diversity marketing effectiveness offers an opportunity to develop validation frameworks that incorporate business impacts and societal outcomes.

Second, the complex relationship between intersectional consumer identities and marketing responses requires further investigation based on mixed-method approaches. In this regard, sustainability integration with diversity marketing initiatives is a promising research direction, especially for understanding how organizations can authentically pursue various environmental and social goals.

Finally, our findings regarding the concentration of research from Western institutions indicates the need for more diverse research collaborations. Thus, future studies should actively incorporate the contributions from emerging markets and underrepresented scholars through international research partnerships. Overall, these research directions offer opportunities to advance the theoretical understanding and practical application of diversity marketing and its related principles.

7. CONCLUSION

Based on the findings of this bibliometric analysis of diversity marketing research from 2004 to 2024, it reveals a field undergoing significant transformation, characterized by the increasing sophistication in both theoretical frameworks and

empirical methodologies. Our systematic examination also provides some important contributions to understanding how diversity marketing research has evolved and where it must go in the future. Specifically, the finding that diversity marketing has transformed from isolated cultural adaptation studies to more sophisticated investigations of intersectional identities and digital transformation demonstrates the field's maturation in response to the ongoing changes in market conditions. This evolution is especially evident in the surge of publications in 2022-2023, which exhibited increased methodological sophistication and theoretical integration. In this regard, the emergence of strong citation networks among recent publications indicates that a particular field is developing its theoretical foundations, instead of simply borrowing from adjacent disciplines.

Our study also addresses a significant gap in the literature by documenting how digital transformation is reshaping diversity marketing and its related practices. For example, our analysis reveals that technological innovation, particularly in AI and machine learning applications, creates new opportunities for cultural adaptation, while raising important questions about algorithmic bias and authentic representation. In addition, by identifying distinct research clusters (spanning cross-cultural foundations, inclusive marketing strategies, ethnic consumer behavior, and emerging market dynamics), we offer a more nuanced understanding of how different research streams interact and influence one another.

Despite its global relevance, the fact that diversity marketing research is mainly concentrated in Western institutions indicates that more inclusive academic collaborative networks are necessary in this field. This insight also has important implications for the development of this field, highlighting the need for increased participation from scholars in emerging markets and improved cross-cultural research partnerships.

Finally, this study provides several promising directions for advancing diversity marketing research such as developing standardized metrics for measuring effectiveness and understanding the complex interplay between technology, culture, and marketing strategies. Moreover, as organizations prioritize inclusive practices and focus on authentic representation, the insights generated through diversity marketing research will become increasingly important to successful business strategies, especially in today's diverse and digitally connected global marketplace.

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