International Marketing Review

Building Socially Responsible Global Brand Identity with Sustainability Orientation and and AI Strategy

Journal:	*International Marketing Review*
Manuscript ID	IMR-05-2025-0232.R4
Manuscript Type:	Research Article

Building Socially Responsible Global Brand Identity with AI and Sustainability Strategy

Abstract

Purpose: This research is an attempt to systematically review the current body of literature about strategic use of artificial intelligence and sustainability orientation to build a responsible global identity.

Design/Methodology/Approach: To conduct a systematic review and present a qualitative synthesis of literature, this research uses a multi-faceted four stage PRISMA protocol that includes identification, screening, eligibility and inclusion.

Findings: Our analysis of academic knowledge reveals that available brand strategy literature mainly considers the consumer perspective and does not include the perspective of the global community of stakeholders. To address this gap, this study integrates sustainability orientation and AI strategy with governance, brand resilience, and standardization–adaptation theory to explain how organizations can build socially responsible global brand identities. In doing so, the study provides a novel framework for balancing global consistency and local relevance in increasingly transparent and digitally connected markets.

Originality/Value: This research offers a comprehensive analysis of theoretical, methodological and empirical knowledge to find answers for the research questions raised by the current context of sustainability consciousness and new age of artificial technologies.

Keywords: Sustainability Orientation Strategy, Global AI Strategy, Global Brand Identity, Brand Governance, Brand Resilience, Stakeholder Trust and Socially Responsible Global Brand

Introduction

The dynamics between brand and stakeholders have changed significantly in a business environment leveraged by Artificial Intelligence (AI), in which brands have lost the power they once enjoyed over their stakeholders (Du and Xie, 2021). Digital technologies have redistributed power within branding ecosystems, limiting companies' ability to unilaterally create brand meaning while empowering stakeholders with vast access to information and AI-enabled content generation tools. Although AI provides brand managers with sophisticated analytical tools that enable real-time monitoring of stakeholders' sentiment and market trends, it simultaneously challenges brand managers control over brand narratives since stakeholders can easily create, share, and amplify brand-related content across digital platforms (Kumar et al. 2021).

These shifts in power have strong and relevant implications for global brands. Historically, brand managers could manage global brand identities through relatively centralized marketing communication systems that enabled the consistent dissemination of brand messages across global markets. Nevertheless, digital technologies and AI-enabled platforms have fundamentally changed these dynamics. Stakeholders are now exposed to information about brands from a wide range of sources, including news media, activist groups, influencers, employees, consumers and digital communities operating across different platforms and countries. Consequently, stakeholders increasingly compare business practices with their marketing communication across international markets, making inconsistencies more visible and difficult to manage globally. Such inconsistencies may arise when brands communicate different sustainability commitments across countries or when brand messages on different platforms are not aligned with brand practices. For example, global fashion brands sometimes promote strong sustainability commitments in Europe while facing criticism regarding labour conditions, waste generation, and environmental practices in underdeveloped countries. Similarly, some brands emphasize environmental responsibility in sustainability reports while promoting consumption-driven lifestyles in social media. When stakeholders identify such discrepancies, they may perceive a mismatch between brand values and brand practices (Allen and Craig, 2016; Dauvergne and Lister, 2012; Sharma et al. 1999). These perceptions can challenge brand authenticity and contribute to fragmented global brand identities in international markets (Vrontis, 2024; Orazi et al. 2017).

The increasing availability of information about brands, through social media, sustainability reports, NGO publications, employees' reviews, user-generated content or press news, strengthens stakeholders´ ability to scrutinize brand practices. As information asymmetries diminish, stakeholders increasingly evaluate brands not only on the quality of their products but also on their social and environmental impact (Allen and Craig, 2016; Dauvergne and Lister, 2012; Sharma et al. 1999). Nowadays, stakeholders can triangulate information from multiple business and consumer sources to assess whether brand practices are aligned with broader societal challenges such as climate change, waste generation or supply-chain inequalities. The fast fashion industry illustrates this managerial problem particularly well. Whereas many fashion brands communicate sustainability commitments, stakeholders are simultaneously exposed to information regarding overproduction, textile waste, landfill accumulation, pollution, and labour practices throughout their global supply chains (Gupta et al., 2022). Growing awareness of greenwashing practices has intensified stakeholders' expectations regarding transparency, accountability, and responsible business conduct (Bhagat, 2024). Consequently, stakeholders question whether brands genuinely prioritize societal well-being more than profits (Werther and Chandler, 2005) or merely employ sustainability rhetoric to be perceived as socially responsible. This intensified scrutiny on brands has raised concerns on how socially responsible brands can maintain credibility and stakeholders trust in increasingly transparent and interconnected global markets (Lehner and Halliday, 2014; Hashman, 2020).

This challenge is particularly relevant for global brands because stakeholders' perceptions and evaluations transcend national borders. As a result, global brands face a tension between standardization and adaptation. While stakeholders expect brands to comply with their sustainability commitments worldwide, differences in cultural norms, regulations and stakeholders' expectations require adaptation of products and marketing communications to local markets. Excessive standardization may reduce local relevance, whereas excessive adaptation may create inconsistencies in global brand identity (Vrontis, 2024). Consequently, global brands should balance consistency in their core identity with flexibility in its implementation (Aaker, 2012) to manage a coherent and strong socially responsible global brand identity.

The relevance of this challenge is reflected in the existing brand identity literature. Aaker (2012) conceptualizes brand identity as a multidimensional system comprising both core and extended brand identity. Whereas the core identity should remain stable to reflect what the brand fundamentally represents and promises, the extended identity provides flexibility that enables contextual adaptation. Similarly, Kapferer (2002) argues that brand identity is influenced by organizational values, culture, personality, and know-how that must be consistently adopted across markets. Barros and Martin (2008) further emphasize that brand identity is created internally and recognized externally because of interaction between brand value, ethos and aims. Collectively, these conceptualizations suggest that global brands must preserve a coherent core identity while adapting to local markets. Building on this theoretical foundation, international marketing scholars stressed the importance of balancing standardization and adaptation in global brand management. Chabowski et al. (2013) explain how brand associations transcend across different cultures through national boundaries remaining subject to cultural interpretation. More recently, Wang (2022) argued that brands should be responsive to spatial associations and manifestation of local cultures, and they should account for local cultures in their brand identity by adapting a standardization vs localisation approach. This perspective aligns with the standardization-adaptation theory of Vrontis (2003) which proposes that international marketing managers should balance adaptation to variations in cultural and environmental needs of stakeholders while consistently using a standardized image across international markets. Similarly, international marketing literature emphasizes the importance of the essence of the brand as brand promise, revealed in its mission, vision and values (Ferraro, 2023). Simultaneously, some scholars have emphasised on the importance of customisation of products, brand voice and brand experiences with visual identity as per local norms (Christodoulides et al. 2011). Adaptation of local norms combined with standardisation of business processes and procedures enables brands to create a more unified stakeholders 'experience across global markets (Elg and Ghauri, 2021; Siano et al. 2022). Consistency in how global stakeholders perceive and experience a brand's core values through its actions, image, and personality strengthens global brand identity (Chernatony, 1999). A strong global brand identity, in turn, enhances brand–stakeholder relationships and strengthens stakeholder trust in the brand (Vrontis, 2024; Von Wallpach et al., 2017).

Overall, these studies suggest that the strength of global brand identity depends on the brand´s ability to maintain consistency in its sustainability orientation while adapting to local stakeholders´ expectations. Consequently, addressing the standardization-adaptation tension becomes critical to develop a socially responsible brand identity especially in digitally connected markets. Previous studies have conceptualised social responsibility of brands as social values associated with corporate social responsibility, committed to environmental causes and communications (Polonsky and Jevons, 2006; Poon, 2023). Other scholars define socially responsible brands as brands that recognize the broader consequences of their actions and actively seek to maximize benefits for stakeholder communities while minimizing negative social and environmental impacts (Nadanyiova et al., 2020). Similarly, Hakim (2011) argues that socially responsible business models should be guided by principles such as mindful innovation, long-term value creation, responsible consumption, and sustainable production practices. In sum, these perspectives suggest that socially responsible brands are characterized by a commitment to balancing commercial objectives with broader societal and environmental responsibilities (table 1).

Table 1: Representative studies, their conceptual lens and theoretical embeddedness

Theories	**Conceptual Lens**	**Representative studies and their contexts**
Corporate Social Responsibility	Components of Issue Complexity	- Corporate Social Responsibility by Polonsky and Jevons (2006) - Socially Responsible Hospitality Brands by Poon (2023) - Corporate Social Responsibility Communications by Muniz et al. (2019) - Brand love and consumer knowledge of environmental causes for loyalty and purchase
Expectancy Disconfirmation theory	Socially Responsible Brands	Yannopoulou et al. (2024) - Fake News, Misinformation, and Disinformation as Deceptive Communication
Green Marketing	Green marketing as a part of the socially responsible brand's communication	Nadanyiova et al. (2020) - Differences in perception of green marketing between generational cohorts of consumers - Millennials and post-millennials prefer and buy products of the socially responsible brand
Processing fluency theory	Products promoted using metaphors as less socially responsible	Luffarelli, et al. (2021) - Impact of metaphorical marketing communications on perceptions of consumers
Brand Personality theory	Social responsibility as a dimension of brand personality	Madrigal and Boush (2008) - Impact of perceived social responsibility on brand attitude and brand evaluations
Socially responsible brand management	Brand management as a catalyst for responsible and sustainable development as an activist for the conscientious consumer.	Hakim, 2011 - Corporate Social Responsibility is a reputation management activity
Socially Responsible Brand Strategy	Antecedents and Consequences of Socially Responsible International Brands	Gupta (2016) - Scrutiny of international brands for social responsibility

In this context, sustainability orientation and AI strategy emerge as complementary mechanisms that strengthen brand governance and help socially responsible brands manage the tension between standardization and adaptation to ensure a consistent global brand identity. Sustainability orientation provides a strategic framework that could guide brands in embedding environmental, social, and ethical principles into their operations and stakeholder interactions across markets. However, sustainability commitments alone may be insufficient to address stakeholders concerns unless they are supported by governance mechanisms that ensure their consistent implementation and monitoring. AI strategy increasingly plays a central role in strengthening these brand governance capabilities by enabling enhanced monitoring, traceability, reporting, forecasting, and data-driven decision-making throughout global brand operations. By improving visibility and coordination across geographically dispersed markets, AI can enable brands to implement sustainability commitments more consistently while adapting their execution to local stakeholder expectations, thereby supporting the development of a coherent and socially responsible global brand identity. For example, AI-powered analytics and blockchain technologies can improve supply-chain visibility, identify opportunities for waste reduction through recycling and resale initiatives (Kouhizadeh et al., 2020), optimize design and manufacturing processes (Colucci et al., 2025), and provide verifiable evidence supporting sustainability claims (Suljic, 2025). By enhancing transparency, accountability, and consistency between corporate commitments and operational practices, AI can enable brands to translate sustainability goals into measurable brand actions across international markets. The alignment of sustainability-oriented practices with AI-enabled governance mechanisms can strengthen the credibility of sustainability communications, reduce ambiguity surrounding corporate claims, and enhance stakeholder trust (Napier and Sanguineti, 2018). Furthermore, AI-enabled governance mechanism can support organizational resilience by enabling firms to continuously monitor stakeholder expectations, identify emerging risks, and respond effectively to changing market conditions (Adiguzel, 2021). Through the integration of human judgment and machine-generated insights, brands can maintain consistency in their core values while adapting their implementation to local stakeholder needs (Walter, 2024). Consequently, AI strategy and sustainability orientation may help brands reconcile the tension between standardization and adaptation (Hashman, 2020) while strengthening legitimacy, stakeholder trust, and resilience (Napier and Sanguineti, 2018).

Despite growing research on AI-enabled branding, sustainability orientation, global brand identity, and standardization–adaptation strategies, limited attention has been devoted to understanding how AI strategy and sustainability orientation jointly contribute to the development of a socially responsible global brand identity. Existing studies have largely examined AI capabilities, sustainability initiatives, and standardization–adaptation strategies as separate streams of research, providing limited insight into how these mechanisms interact to address contemporary challenges in global branding. This gap is particularly important because stakeholder evaluations increasingly depend on the perceived consistency of brand values, sustainability commitments, and managerial actions across countries, platforms, and stakeholder communities (Jain et al., 2024). Accordingly, this study investigates how AI strategy and sustainability orientation function as complementary governance mechanisms that help organizations balance global consistency and local relevance, thereby facilitating the development of a socially responsible global brand identity and strengthening organizational resilience.

In sum, available literature does not offer the knowledge about building brand identity under the new lens of sustainability orientation integrated with AI. To address this gap this study explores how organizations can integrate sustainability orientation and AI strategy to manage the complexities of global branding and support the development of a socially responsible global brand identity that balances global consistency with local relevance. Additionally, this research operationalises global brand identity based on Wang´s (2022) conceptualization of global brand identity as a dynamic construct within an increasingly digital and interconnected marketplace, where stakeholders are highly aware of environmental and social sustainability challenges. .

Following these objectives, this research aimed to find answers for following research questions by systematically reviewing the literature:

RQ1) What is the role of sustainability-oriented AI in the development of a socially responsible global identity?

RQ2) Under what conditions does a standardisation-adaptation approach to sustainability-oriented AI enable brands to address local dynamics while building a socially responsible global identity?

With the purpose of answering these questions, authors initiated this research by reviewing the available research on identity of global brands that can help them get recognition of a socially responsible brand. To gain in-depth knowledge of how global brands can benefit from sustainability orientation of business processes and AI strategy to develop an identity of a socially responsible brand, we reviewed 1228 research articles obtained from screening of academic databases, mainly SCOPUS and Web of Science. These articles helped us systematically organise available knowledge related to key constructs under our lens. This activity not only expanded the domain; it also clearly highlighted the gap in literature. The mapping of knowledge following the protocol recommended by Hulland and Houston (2020) and Palmatier et al (2018) guided synthesis of the literature needed for narrative presented in the next section. Beyond providing an overview, it also revealed potential areas of investigation where scholarly intervention would help to expand the current boundary of knowledge required (Narkhede et al. 2025). Using the understanding gained from the analysis of emergence and trajectory of the topic, this research was structured as follows. First, we searched the literature to explore socially responsible identity for global brands, using the keywords identified based on inclusion and exclusion criteria. Second, we used the narrative we built from the findings to map how use of sustainability and AI strategy can be moderated as the next step. Using the theory of corporate social responsibility within the frame of standardisation adaptation approach, with the help of brand governance and brand resilience along with stakeholder trust, we tried to conceptualise the opportunities available for global brands. As a third step, we focused on the key themes that were emerging from the analysis. Fourth, we tried to shape our findings about socially responsible global brands to guide future research about the strategic area of global marketing.

Traditional Perspectives on Global Brand Identity

Current literature explains global brand identity from various perspectives. Wang (2022) adopted a cross-cultural view to explain why local relevance is important for brands seeking consistency in their global brand identity, by stressing that culture matters and that uniformity in one single context may not work in other global scenarios. Other scholars such as Liu et al. (2021) studied globalness and localness of a brand to understand how it becomes a part of the overall brand identity that influences perceptions of global consumers by connecting brand identity with modernity and positioning brands as premium. Authors such as Barros and Martins (2008) reflected on global brand identity from stakeholder communities in different markets and explained that identity also evolves with market expansion as part of the process adopted by companies for globalisation which requires brands to maintain consistency in their image. Other researchers such as Beverland et al. (2007) conceptualised global brand identity as an extension of brand positioning in the industrial context reinforcing its relational support with intangibility, network coordination capability, brand architecture support and brand value contribution. Studies such as Gunawan et al. (2017) conceptualised global brand identity as a network of localized meanings to develop a semiotic model that can be used to analyze adaptation of standardised strategies as globalisation of advertisements.

Various other recent studies, for example, You and Hon (2021) studied linkages of brand identity as reputation and value congruence with word of mouth by analysing responses of 350 respondents to understand global brand identity of multinational companies with local brand identity of SMEs to explain why localisation or adaptation is important to connect emotionally with local stakeholders. Simultaneously, authors such as Tripathy (2025), refer to global brand identity in the context of sustainability for food cultivation business as consciousness and ethical responsibility. Scholars like Saifaullah (2024) have discussed sustainability orientation with reference to global brand identity under the lens of global brand competition and emphasised on the importance of a balance between sensitivity to local culture while maintaining a standardised and consistent global brand identity. Yuefei et al. (2024) studied the impact of digitalisation of global branding and explained that technology can help brands build social prestige by dealing with local interpretations. Authors have referred to platforms such as Tiktok and Instagram for explaining how they enable brand managers to co-create content with audiences and argue that such a co-creation shapes the value brand offers to its global community of stakeholders and contributes to brand’s global identity.

Nevertheless, the current body of literature on global brand identity remains largely limited to global brand positioning. Existing research primarily examines how global brands successfully managed consistency in their operations while adapting to local markets to reduce the gap between their intended and perceived identity across culturally diverse contexts (Barros and Martin, 2008; Dissanayake and Amarasuriya, 2015). Liu et al. (2021) extended this perspective by examining the tension between consumers´ preferences for globalness and localness, suggesting that global brand identity management should address this gap. More recently, Wang (2021) explained that global brand identity should evolve to include cultural dynamics while assuring global brand consistency. While these studies advance understanding of the standardisation-adaptation dilemma, they do not reflect today´s marketplace, where sustainability-oriented stakeholders and AI-enabled interactions across multiple digital platforms play an increasingly important role in the formation of socially responsible global brand identities.

Global Branding under the lens of Sustainability and AI

Businesses are undergoing a profound digital and sustainability transformation driven by AI-enabled platforms and the growing expectations of the global stakeholder community for responsible and sustainable business practices. Therefore, brand managers should rethink how global brand identities are created and governed by adopting agile governance mechanisms that enable continuous adaption of brand strategies to stakeholders' expectations, while still ensuring responsibility, accountability, and transparency in sustainability orientations and marketing communications.

Literature suggests that combining a sustainability orientation with AI strategy can foster stakeholder trust and create competitive differentiation. As stakeholders are more observant of brands actions (Gajdzik et al., 2024), they increasingly demand higher transparency in their overall operations (Huang and Guo, 2021). This shift has reduced brand managers' control over brand narratives, which were traditionally communicated through carefully selected channels such as advertising (Mills & John, 2025). Instead, brand narratives are now shaped through stakeholder interactions across multiple digital platforms, where sustainability-related information is openly shared and influences the perceptions of the wider stakeholder community (Merrilees et al., 2021).

Consequently, stakeholders are increasingly willing to forgive brand mistakes but are far less tolerant of a lack of brand transparency and accountability (Wong et al., 2021). Therefore, socially responsible brands are expected to demonstrate accountability through meaningful actions rather than relying solely on public relations responses or corporate apologies (Shao et al., 2022).

Within this context, AI integration can enable brands to manage increasingly complex global stakeholder relationships. For example, AI provides brand managers with real-time insights into market trends, consumer behaviour, and stakeholder perceptions on the environmental and social impacts of brand actions, while simultaneously supporting the delivery of personalized brand experiences across geographically and culturally diverse markets (Luo, 2022). However, AI also introduces new challenges in global branding. Digital platforms facilitate the rapid spread of misinformation and disinformation, allowing unverified information to influence stakeholder perceptions and potentially undermine a brand's global identity (Thomas, 2025). Consequently, brand managers should develop AI-enabled strategies to detect, monitor, and respond to misinformation while accounting for differences in stakeholder expectations across regions and cultures (Kaggwa et al., 2024). By combining real-time data-based intelligence with sensitivity to regional differences, brands can foster positive perceptions among the global stakeholder community (Makosa, 2024).

To understand how global brands can navigate these emerging opportunities and challenges, it is crucial to clarify how socially responsible global brand identity can integrate sustainability orientation, AI strategy, and the standardization–adaptation perspective. Such a contemporary approach to global branding provides a more comprehensive understanding of how to create and manage the identity of socially responsible global brands in increasingly dynamic and digitally connected markets.

Brand Governance for Socially Responsible Global Brand Identity

The transition towards sustainability-oriented business practices, supported by AI-enabled platforms, can strengthen brand credibility within the global stakeholder community (Sipola et al. 2023; deAndreis, et al. 2024). Brand governance plays a central role in this transformation by ensuring that sustainability commitments are consistently translated into organizational policies, operational processes, and stakeholder communications. Standardized governance mechanisms create consistency across international markets, enabling brands to deliver coherent brand experiences while reinforcing brand value and stakeholder trust (Helm & Jones, 2010; Maio, 2003; Torres et al., 2012). Beyond operational consistency, brand governance also includes ethical principles that promote responsibility, accountability, transparency, and integrity. When these principles are integrated into brand governance frameworks and consistently communicated through standardized visual identity and tone of voice, they can strengthen brand legitimacy and facilitate stakeholder recognition of a socially responsible global brand identity (Mark-Herbert & Von Schantz, 2007; Garcia-Sanchez & Araujo-Bernardo, 2020; Kitchin, 2003).

Brand governance will also enable brand managers to balance standardisation with local adaptation, i.e. while brand governance preserves global brand identity it can also provide enough flexibility to adapt marketing communications to local cultural contexts without compromising the brand's core values (Liu et al. 2016). Such structured and flexible brand governance framework will enable brand managers to retain a global brand identity without diluting the brand essence and avoiding misrepresentation of the brand (Aripin, 2025).

As stakeholder consciousness of the social and environmental impacts of business activities continue to increase across international markets (Chen et al. 2025), brand governance mechanisms are crucial for ensuring that brand's commitment to sustainability are implemented consistently (standardised) while the brand offers remain sensitive to local cultures and norms (adaptation). A standardised commitment to sustainability that is locally relevant, ethical, accountable and transparent can strengthen the value stakeholders associate with the brands (Jain et al. 2024; Amoako et al. 2024. Consequently, socially responsible global brands should include a purpose-driven social agenda aligned strategically within sourcing, production, packaging, distribution and delivery and other processes to ensure that the sustainability orientation is reflected consistently (Gray et al. 2024). At the same time, brand managers should adapt the sustainability orientation in a consistent and coherent manner to local stakeholders while preserving the ethical, social and environmental brand commitments (Slaw, 2025). Integrating a consistent global brand identity with sensitivity to local markets enables socially responsible brands to demonstrate environmental stewardship, ethical and fair-trade practices, and concerns on stakeholder well-being across diverse markets (Pope and Kim, 2022).

Literature explains how commitment and accountability through ethical and transparent practices across the global supply chain (i.e. trade practices, fair wages, equality etc.) can help global brands build a socially responsible image (Sinha and Jha, 2025; Dawood and Afzal, 2025). However, the literature does not refer to how brand governance itself impacts on stakeholders' perceptions of a socially responsible global brand identity. More studies are needed to showcase how brand governance mechanisms can include measurable brand accountability and how stakeholders' narratives contribute to validate brand governance across global markets. Brand governance frameworks that consistently communicate brand values across markets, while avoiding opportunistic or reactive sustainability initiatives, can strengthen stakeholders' trust and contribute to the building of a credible socially responsible global brand identity (Poon, 2023).

Moreover, incorporating stakeholder feedback into locally adapted marketing communications can increase brand authenticity, making its brand identity resilient to accusations of greenwashing (Dong et al. 2024).

Finally, extant literature acknowledges that brand governance is an important foundation for brand resilience. Although previous studies have predominantly explained that stakeholders seek clarity in ethical standards (Hornby, 2024; Goirand et al. 2024) and regulatory requirements (Jain et al. 2024), scholars pay limited attention to brand governance as a mechanism that can strengthen global brand identity. Brand governance frameworks that respond proactively and transparently to social issues raised by local stakeholder communities can contribute to building a global brand identity that is resilient to reputational pressures (Yu et al. 2024). Transparency, trust-based integrity, and social responsibility therefore are key drivers of resilient brand identities that could remain relevant during periods of disruption (Mahdiraji et al. 2024). Ethical brand practices provide the foundation for brand resilience that allows the brand to withhold its position even in times of crisis (Greyser, 2009), while social responsibility encourages stakeholders to support brands during crises (Kang et al. 2023). Transparency and clarity in marketing communications during brand crises helps brands to preserve or maintain stakeholders' trust and retain their global brand identity (Robson and Farquhar, 2023; Greyser, 2009).

While we acknowledge previous research that proposes brand identity as a means of communicating brand purpose (Bulmer et al. 2024), we extend this perspective by conceptualising a socially responsible global brand identity as the identity that reflects the brand as a global, innovative, inclusive and sustainable, and that demonstrates a consistent commitment to the social and environmental well-being of its stakeholders. This global brand identity based on a clear sustainability orientation, powered by AI-enabled platforms, reflects the brand´s core values, personality, expression and purpose while balancing global consistency with cultural adaptation across diverse markets.

Methodology

A global brand that wishes to be recognised as a socially responsible brand in the current context needs to consider the impact of AI in every aspect and function of humans and businesses with sustainability orientation. To provide an overview of the limited understanding available in the current literature on this area of investigation, a systematic multi-stage review of literature was appropriate (Snyder, 2019). The four stages of PRISMA approach for the SLR i.e. identification, screening, eligibility and inclusion, helped in consolidating the fragmented knowledge and information on the emerging topic of interest by mapping out information available in various multidisciplinary literature without any subjective viewpoint (Serenko, 2021). The systematic review of literature enabled us to identify inconsistency of terminology and ambiguity in conceptualisation of the constructs as one of the limitations in the current literature (Pare et al. 2016). Adoption of a transparent and replicable protocol without any bias in the SLR was also useful to synthesize perspectives that gave us a clearer view of how the constructs of interests were operationalised by various scholars, following (Paul et al. 2021). Instead of writing a traditional narrative about the literature, writing a systematic and transparent review of the literature led us to gather, evaluate and systematically verify the knowledge gap in a creditable and auditable manner with clarity required for further conceptualisation (Haddaway et al. 2015). The rigour in methodology of SLR allows replicability and reveals credibility of the search and the findings (Paul et al. 2021).

For initiating the search phase, with the PRISMA approach we created a search protocol for reviewing literature to find answers for the research questions raised in the previous section. The two research questions aided the article identification process by specifying the target area of investigation around “Sustainability Orientation” “Global AI Strategy” “Global Brand Identity" and “Socially Responsible Brand”. Restricting the scope to global viewpoint for sustainability orientation and AI strategy ensured exploration based on the research questions, for explanation about how AI strategies are framed, governed, and implemented across international contexts so that they serve the purpose of selection of articles for the review. The review exposed multiple viewpoints adopted by previous studies, embedded in different theoretical lenses (Figure 1). The search was carried out using a bibliographic search method over two main databases SCOPUS and Web of Science. Search retrieved a total of 1228 articles, out of which 901 articles were from SCOPUS and 327 articles from Web of Science. The keywords identified were used to conduct the search for empirical research in peer-reviewed academic journals using following query:

Keywords: TITLE-ABS-KEY (“Socially Responsible Brand” OR “Conscious brands" OR "global brand strategy" OR "Global sustainability" OR "global artificial intelligence strategy" OR "brand governance" OR "global brand identity" OR "brand resilience" OR "adaptation international markets" OR "standardization international markets" OR "standardisation international markets" OR "stakeholders trust")

The percentages in figure 1 reflect on the quantified diversity of understanding provided by available literature (Azarian et al. 2023). These percentages are indicative of rigour in classification of studies conducted till date and they also worked as a starting point for the coding process by indicating the proportionate representation of the direction taken by previous scholars working on this area of investigation (Marzi et al. 2025).

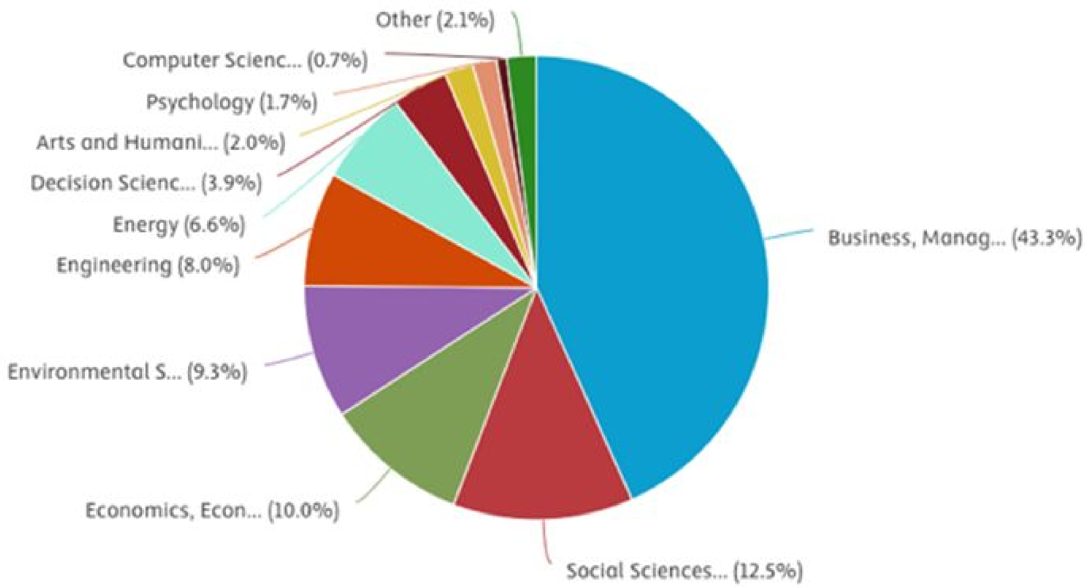

Figure 1: Distribution of Previous Studies according to Subject Areas

Screening was the second stage of the process during which it was important to maintain the focus on the eligibility of the studies to be included in AI and Sustainability strategy, for a global brand identity. The synthesis and consolidation of the available research was conducted using the predefined inclusion and exclusion criteria. The ones considered for inclusion in the review were published in journals ranked highly by Association of Business Schools ranking list and published in English language. We also included articles with all types of methodologies. The protocol of assembling, identification, research question, domain specification and source type with specification of search period from 1982 to 2025 was helpful. The selected time span was intended to include literature on CSR and sustainability, which often develops over extended periods of time and may not coincide with the comparatively accelerated evolution of technological research domains. The process was also inclusive for all types of data used by scholars for investigation. The articles were further screened based on title, abstract and keywords.

The peer-reviewed journal articles that did not offer a strategic global managerial perspective and were focused on consumers without any relevance to sustainability orientation or artificial intelligence were excluded. The anecdotal information or reflections offered by non-academic sources of information such as magazines or blogs were also not included in the review process. However, those written in languages other than English were excluded. First, the duplicates were removed (n=50). Final remaining after removal of book chapters, editorials, conference papers, extended abstracts and book reviews were only considered suitable for inclusion (n=566). Decision of exclusion was based on consideration that books or book chapters generally do not go through a double-blind peer-review process and conference proceedings mostly consist of work in progress or early-stage research (Phillips et al. 2022) The exclusion of non-verifiable research in books and conference proceedings helped in ensuring consistency in methodological rigour of studies included with reliability of findings. The ones included were high-quality and peer-reviewed articles from the academic community that explained why research was needed on the topic from the academic community (Phillips et al. 2022). The articles not considered relevant for the review after application of inclusion criteria were the ones with consumer perspective, those not focused on the global markets or not focused on sustainability or artificial intelligence as a strategy (n=461).

Establishing eligibility was the third stage recommended by PRISMA protocol. Hence, the included articles (n=105) were further searched from cross-referencing and triangulation perspective (n=13), cross referencing led to removal of articles (n=5) and triangulation also purified (n=8), thereby leaving final sample (n=118) identified as eligible for the review. The full text of the final eligible sample was included based on their relevance to the research for the final fourth stage of the protocol. The sample was reviewed again for the next level of filtration based on research focus. For this purpose, a clear understanding of theoretical underpinning of the complexities of the global context and linkages between the constructs under investigation were important for finding answers to the research questions. To conduct a protocol based SLR on recognition of indicators that reflect on the approach of a global brand towards socially responsible attributes such as ethics, transparency, trustworthy etc, with theoretical embeddedness of the standardisation adaptation framework of Vrontis (2003) was applied. These were first scrutinised by considering their title, information provided by authors in the abstract and keywords. This process worked as a purification process for the relevance, quality and methodological rigour in collected research articles for the SLR. The SLR offered a systematic, scientifically organised, transparent and replicable understanding of how published literature progressed in creating knowledge (Figure 2). The analysis of such an SLR is valid because it offers high quality review that does not suffer from any conditional bias and does not offer any chances of error, thereby, becoming useful for both academics and practitioners (Cabrera and Cabrera, 2023).

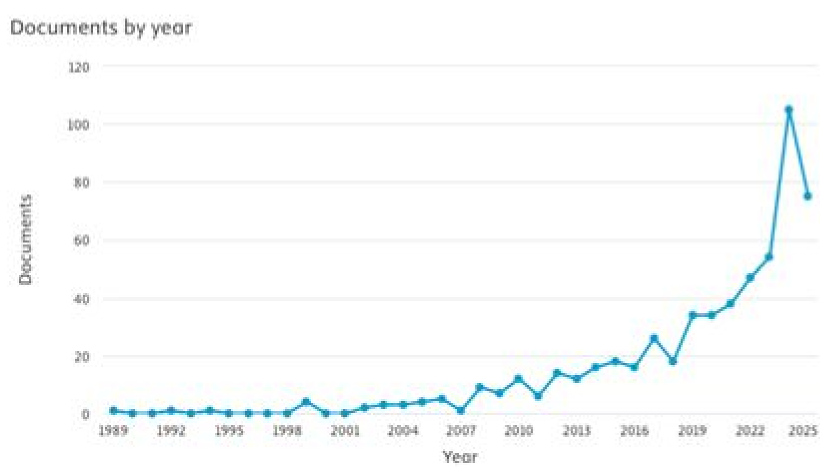

Figure 2: Distribution of research outputs from scholarly community by year

Synthesis and Reporting

The final eligible sample of research studies was examined following the PRISMA protocol (Figure 3) and analysis from the SLR were subjected to CIMO protocol (Figure 4) that required findings to be filtered through a four-dimensional framework that facilitated the analysis and interpretation for depth of analysis with four main elements i.e. Context, Interventions, Mechanisms and Outcomes (Denyer and Tranfield, 2009). The CIMO guidelines recommend that analysis should be aligned with the research question, and the process should involve using a structured approach to produce a transparent review so that it can be reproduced (Cocca et al. 2019). In our case the context was of global brands and interventions were brand initiatives related to social responsibility with brand governance as the mechanism and outcome we were seeking to explore was recognition of a socially responsible global brand identity. With an aim to answer our research questions, we started by coding the data on the extraction template. The extraction template consisted of author, year, title, journal, methodology, industry, country, theory applied, key findings, limitations, contribution and future research related to recognition of socially responsible global brand identity. Application of four elements of CIMO on the extracted information enabled us to deductively produce thematic coding. While PRISMA protocol guided the selection of evidence-based research, CIMO framework or elements of CIMO supported explanation of analysis with identified theory-based evidence with analytical depth by ensuring data is synthesized and interpreted with theoretical insights to real-life context.

Figure 3: PRISMA Protocol followed for SLR

The process we followed to identify the gap in available literature was to look for patterns and contradictions for descriptive interpretation of themes that emerged from deductive coding using CIMO elements (Pervez et al. 2025). Analysis of themes was conducted using a hybrid approach that combines both induction and deductive to leverage the strength of both, so that new themes that emerge from the data inductively can be deductively included in the framework (Fereday and Muir-Cochrane, 2006). Analysis along the themes identified became useful for creating inductive groups that were coherent with our conceptualisation around “brand governance as enabler”, “stakeholder trust as a differentiator” and “brand resilience as a core pillar” (Figure 4). These themes were used to quantify the content for use of keywords in a tabular format. The tabulation offered a comparison of themes along with consistencies and inconsistencies in the arguments presented by the literature identified as samples for this SLR (Table 2). The synthesis enabled us to organise literature based on the context of the study. We also looked for interventions, mainly for use of CSR with governance and brand communications as mechanisms to focus on recognition of socially responsible global brand identity as the outcome. The findings were structured as three interventions Core Pillars (Brand Resilience), Differentiators (Stakeholder Trust) and Enablers (Brand Governance) (Figure 4). One common theoretical embeddedness we found in the mechanism was mainly within stakeholder theory with limited use of legitimacy theory used for addressing different geographic, conceptual or methodological gaps in literature. This embeddedness when pushed under the global lens, emphasised on standardisation for managing consistency in actions and uniformity in policies and processes as per global standards, for fulfilling stakeholder expectations because it is important for global brands to maintain transparency. Second, embeddedness referred to contextualising of technology to address specific needs with adaptation of systems as per behaviours, skillsets, to address the uniqueness of the local environment to optimise usefulness and increase ease of use of technology for global brand identity as the outcome.

Figure 4: CIMO Analytics

Analysis

A systematic review of the relevant literature using PRISMA protocol and analysis with CIMO framework provided analysis as a description with discussion that offered some interesting revelations with few shortcomings and limitations (Gorbatov et al. 2021). Analysis highlighted that the markets are being driven by companies that make efficient use of AI to influence stakeholder perceptions (Anning-Dorson, 2021). Literature recommends embracing AI for its ability to help managers incorporate transparency as a principle of ethics in the operations, in a way that addresses stakeholder issues (Du and Xie, 2021; Bonson et al. 2021; Zhao and Gomes Fannas, 2023). Addressing stakeholder issues is important for a brand that aims to build an identity that stakeholders can resonate with (Mahdiraji et al 2024). Scholars have recommended that brand managers should embrace strategic use of AI to fill the gap in the understanding of stakeholder sentiments about their trust in the sustainability orientation of the brand, so that brands can be recognised as socially responsible brands (Cooper et al. 2023).

Theoretical Foundations for Socially Responsible Brands

As the focus of our research was on socially responsible brands in the current context, our attention was devoted to studies that have a close link to the topic in order to understand the related body of research on branding in relation to sustainability and artificial intelligence. Our analysis explained that the majority of the studies draw their research on the strategic approach to Corporate Social Responsibility (CSR) by integrating socially responsible initiatives of the corporates into their brand’s core value proposition (Maccarone and Contri, 2021; Fatima and Elbanna, 2023). Theory of Corporate Social Responsibility emphasizes that socially responsible brands are complex in nature and require corporate commitment to deliver the brand promise and avoid reputational damage (Polonsky and Jevons, 2006; Gupta, 2016). According to this view, socially responsible brands are conceptualized as brands with social values (Polonsky and Jevons, 2006), brands with

CSR associations (Poon, 2023; Janssen et al., 2017), and brands committed to reducing negative impacts of their operations, such as plastic waste (Yannopoulou et al., 2024). Only two conceptual models were proposed by scholars, and none has been tested empirically in the mainstream academic literature (Hakim, 2011 and Gupta 2016). More specifically, the model for Socially Responsible Brand Management proposed by Hakim (2011) suggested that brand management must evolve beyond economic imperatives to act as a catalyst for sustainable development, by avoiding mass production, focusing on mindful innovation, emphasizing long-term use value, prioritizing quality, and aligning with the basic needs of consumers. Additionally, Gupta (2016) drew on relevant research to identify indicators that can contribute to building socially responsible brands for businesses operating globally beyond their national boundaries.

Findings also revealed some other theoretical approaches such as green marketing and digital marketing are attracting scholarly attention in the existing body of research. Among these, green marketing is used to explore socially responsible brands as those that are conscious of their environmental impact and regulate their business activities to save the environment and create societal value (Nadanyiova et al., 2020). Scholars have also investigated socially responsible brands in terms of disadvantages of digital marketing, which includes misinformation and message framing by a set of stakeholders who aim to distort the brand identity by disturbing the alignment between actions of the brand and their expectations from the brand (Vrontis, 2024). Specifically, Expectancy Disconfirmation Theory was used to examine how consumers respond to socially conscious branding messages when they are not strictly aligned with the brand's actual practices (Alyahya and Agag, 2025). Other scholars such as Yannopoulou et al. (2024) demonstrated that inconsistencies between sustainability messaging and operational realities, such as promoting sustainable packaging, can affect sales performance and consumer trust. Similarly, Processing

Fluency Theory has been used by researchers to explore how the way brand communications are framed influences perceptions, i.e. the use of metaphors can lead products to appear less socially responsible but more innovative (Luffarelli et al., 2021). It should also be noted that generational theories were used to provide an additional theoretical contextualization by illustrating that Millennials and Post-Millennials are particularly receptive to socially responsible brand communications (Nadanyiova et al., 2020). These studies emphasize the need for strategic sustainability communication.

Finally, integrating Brand Personality Theory and the Stereotype Content Model (SCM) enriches the understanding of how emotional dimensions, such as perceptions of warmth and trustworthiness, contribute to stakeholder engagement in global markets toward socially responsible brands (Zou et al. 2025; Chua et al. 2024). For instance, Madrigal and Boush (2008) found that consumers who exhibit socially responsible brand personality traits are more likely to support brands committed to environmental and social causes. Additionally, Antonetti and Maklan (2016), revealed that consumers often associate responsible brand buyers with “warm” but sometimes less prestigious stereotypes, potentially creating barriers for brand adoption.

Empirical Investigations for Socially Responsible Brands

Empirical studies into socially responsible brands have been conducted across a diverse range of contexts. In the hospitality sector, Poon (2023) examined the effect of face on consumer responses to socially responsible brands and the effect of consumption setting on spreading word-of-mouth. Additionally, in the cosmetics industry, Yannopoulou et al. (2024) explored the effect of disinformation caused by sustainable packaging on sales performance. Luxury brands have also been the focus of scholarly attention, with Janssen et al. (2017) investigating the effects of brand conspicuousness on consumers´ attitudes towards socially responsible brands. Within the automotive industry, Muniz et al. (2019) investigated Volvo's strategic use of corporate social responsibility (CSR) initiatives to strengthen brand equity among global stakeholders. In the banking sector, Ajina et al. (2020) explored employees´ perceptions of socially responsible service brands in Saudi Arabia, showing that the main motives to engage in CSR activities are both ethical and instrumental. The field of advertising has offered additional insights, with Madrigal and Boush (2008) examining the extent to which consumers are willing to reward socially responsible brands based on their personality traits. Finally, Grassi (2022) explored how fashion retail platforms such as Patagonia contribute to consumer education on responsible consumption.

Methodological approaches of Socially Responsible Brands

A variety of methodological approaches have been employed by scholars to investigate the phenomenon of socially responsible brands. Case study research has been particularly useful for exploring real-world brand initiatives, such as the work of Yannopoulou et al. (2024), who examined the advertising campaign of a socially responsible beauty brand and analyzed the effect of sustainable packaging on sales outcomes. Experimental designs have been widely adopted to test the effects of socially responsible branding messages on consumer attitudes and behaviors, with notable studies by Poon (2023), Muniz et al. (2019), Luffarelli (2021), and Madrigal and Boush (2008). Surveys were only employed by Nadanyiova et al. (2020) to investigate the differences between generational cohorts of Slovak consumers in relation to socially responsible brands´ communication. Qualitative approaches, such as semi-structured interviews, have been only applied by Ajina et al. (2020) to explore how corporate social responsibility within the banking sector can enhance brand value, whereas netnographic methods have been used by Grassi

601 (2022) to investigate how Patagonia uses digital platforms to educate consumers on responsible consumption. In addition, conceptual studies have contributed to the theoretical development of the field, with scholars such as Gupta (2016), Polonsky and Jevons (2006), and Hakim (2011) offering frameworks to understand the complexity of the socially responsible brands phenomenon.

Antecedents and Consequences of Socially Responsible Brands

Although the identification of antecedents and outcomes of socially responsible global brands has attracted some attention within international marketing research, the focus on the current context of AI strategy and sustainability orientation remains relatively scarce and underexplored. Literature primarily conceptualizes socially responsible brand management as a dynamic and co-creative process in which multiple stakeholders contribute to build global brand image (Gupta, 2016). Other key indicators of socially responsible brands include the implementation of social initiatives, such as raising awareness about product nature, promoting education on risk management, and participating in community development, as well as embedding business ethics principles into brand management like commitment, transparency, and self-regulation into brand operations (Gupta, 2016). Moreover, brand associations linked to emotional value, accountability, and the fulfilment of stakeholders' expectations are proposed as indicators of socially responsible brands (Gupta, 2016). Another antecedent proposed to create and manage socially responsible brands are environmental principles linked to socially responsible brands´ communication (Nadanyiova et al., 2020).

In terms of outcomes, the strategic development of socially responsible brands has been shown to drive competitive advantage, enhance brand value, increase brand loyalty and attractiveness for investors (Nadanyiova et al., 2020). Moreover, it was suggested that brands perceived as socially responsible may benefit from enhanced brand reputation (Gupta, 2016) and brand equity (Muniz et al., 2019). Conversely, it was demonstrated that stakeholders are willing to punish brands for perceived corporate social irresponsibility (Sweetin et al., 2013). In sum, these findings highlight that socially responsible branding is not merely a reputational asset but a strategic and long-term process essential for building and sustaining stakeholders' trust in global markets.

Nomological network

The nomological network of constructs (Table 2) addresses the two research questions by synthesising the current state of empirical knowledge on the role of sustainability-oriented AI in the development of a socially responsible global brand identity and the conditions under which a standardisation-adaptation approach enables global brands to respond to local dynamics while maintaining global consistency. The SLR offered identification of three emergent and complementary dimensions. The identified core pillars represent the foundational elements that help sustaining a socially responsible brand identity over time and contribute to brand resilience even in disruptive times (purpose-driven brand positioning, integrated ESG stewardship, cultural intelligence, responsible accountability and co-creation practices), guiding business practices and nurturing relationships across international markets and stakeholder groups. Differentiators identified from SLR refer to the characteristics that distinguish socially responsible brands and that contribute to strengthening stakeholders trust (brand transparency, inclusive innovation, and ethical sourcing). Hence, these differentiators can enable global brands to be strategically positioned as socially responsible brands. Lastly, enablers refer to the brand governance mechanisms that facilitate the effective implementation sustainability orientation, powered by AI, 647 while balancing global standardisation with local adaptation (standardized responsible technology

648 and adaptive foresight).

649 Table 2: Representative studies about Core Pillars, Differentiators and Enablers

Category	Specific Area	Representative Studies	Key Findings
Brand Core Pillars contribute to Brand Resilience	Purpose-Driven Brand Positioning	Amawate and Deb (2021); Song (2020); Lin (2024); Stravinskiene et al. (2021); Polonsky and Jevons (2006); Melewar et al. (2017); Cohen and Zhu (2025); Kirby et al. (2022)	Trust-building mechanisms are essential to the credibility and effectiveness of purpose-driven strategies, reinforcing stakeholder trust at a global level.
	Responsible Accountability	Tsagas and Villiers (2000); Gerged et al. (2023); Antón-Marana et al., 2024: Odintsova (2024); Wu et al., (2025); James, 2013, Soysa et al. (2024); Hamed et al. (2025); Calciolari et al., 2024; Darsono et al., 2025; Dua and Sharma, 2024; Antonia García-Benau et al., 2023; Treepongkaruna, 2024; García-Sanchez et al., 2025; Qureshi et al., 2020; Brogi and Lagasio, 2025; Kateb and Youssef, 2025; Rajabalizabeth, 2024; Esposito et al. (2025); Elalfy et al. (2021); Ly et al. (2018); Garsaa (2024)	Responsible Accountability can increase stakeholders' trust, mitigate reputational risk, increase firm value, improve ESG performance, increase financial and decarbonization transparency, and reduce environmental impact.
	Integrated ESG Stewardship	Williams et al. (2019); Whittingham et al. (2023); Martin et al. (2024); Obeng (2025); Khurshid et al. (2025); Patel and Deshmukh (2025); Islam et al. (2025); Soedjatmiko et al, (2021); Gutierrez et al. (2022); Shields and Shelleman (2015); Sharma et al. (2024); Moore et al. (2008); Jamaludin et al. (2025)	Integrated ESG Stewardship can create sustainable consumption advantages, business growth, stakeholders trust, and brand equity.
	Cultural Intelligence	Muniz et al. (2019); Popoli (2011); Samli and Fevrier (2008); Han (2016); Godos-Diéz et al. (2018); Matanda and Ewing (2012); Osei et al. (2025); Sathiyaseelan et al. (2024); Hermawan and Handoyo (2025); Nasta and Cundari (2024); Sagar et al. (2009); Steenkamp (2014); Egan (2019)	Strategic cultural intelligence - adaption or standardization - is proposed as a vital capability for managing complex stakeholder relationships globally, ensuring transparent and contextually relevant CSR practices.
	Co-Creation Practices	Renton and Richard (2019); Hatch and Schultz (2010); Lardo et al. (2020); Lengyel (2023); Ordonez-Ponce et al. (2021)	Co-creation practices involve collaborative processes through which stakeholders can influence brand meaning, brand strategy, and value outcomes, which are especially relevant in global markets characterized by cultural diversity, regulatory complexity, and varying sustainability expectations
Brand Differentiators that contribute to stakeholder trust	Brand Transparency	You and Hon (2021); Jain et al. (2024); Hopp and Fisher (2021); Ali et al. (2025); Choi et al. (2024); Leal Filho et al. (2024); Prieto et al. (2024)	Enhance legitimacy, clarity, and distinctiveness of a socially responsible global brand identity. It facilitates the externalization of organizational values to stakeholders, reinforces coherent ESG narratives that are essential for maintaining stakeholder

			legitimacy, and ensures message consistency through sustainable brand governance practices.
	Inclusive Innovation	Siwiec et al. (2024); Lin (2024); Durugbo and Amankwah-Amoah (2019); Gupta (2017); Zhao et al. (2024); Khandelwal and Mehta (2023)	Creates trust, legitimacy, and shared ownership over sustainability outcomes. It can play a restorative role in mitigating reputational damage caused by corporate social irresponsibility (CSI).
	Ethical Sourcing	Baah et al. (2022); Fritz and Cordova (2023); Liczmanska-Kopcewicz et al. (2024); Nyquist (2024)	Can enable brands to enhance stakeholder trust and to position themselves as credible leaders in global sustainability
Technological Enablers that Support Brand Governance	Standardized Responsible Technology	Steenkamp (2020); Jain et al. (2024); Goralski and Tan (2020); Strome (2024); Zada et al. (2024); Bag et al. (2023, 2024); Osei et al. (2025); Oyelakin et al. (2025); Appio et al. (2024); Sharma et al. (2024); Leal Filho et al. (2024); Chakraborty et al. (2025); Mathur and Berwa (2017)	Empowers socially responsible brands to evolve into learning-oriented, capable of anticipating and responding to complex global challenges. This transformative capacity is further amplified through the integration of digital technologies and data-driven insights into partnership strategies, enabling socially responsible brands to operate more effectively within interconnected digital ecosystems and strengthen collaborative resilience and innovation in international markets.
	Adaptive Foresight	Mitchell (2012); Shrivastava et al. (2013); Bilderback (2025); Greenland et al. (2022); Aljaaidi et al. (2025);	This dynamic orientation enables socially responsible brands to adapt or standardize their long-term sustainability goals in ways that uphold the coherence of their global brand image.

The identified core pillars that refer to the resilience of a brand as the foundational elements of global brand identity and help in management of perceptions, guide business practices and nurture relationships across international markets and stakeholder groups. Differentiators identified from SLR allude to the trust stakeholders held in the brand as unique attributes that set the brand apart from competitors, even if others are recognised as socially responsible brands. Hence, these differentiators can enable global brands to be strategically positioned as socially responsible brands. Enablers presented are about governance managed by the brand with dynamic capabilities dimensions that allow socially responsible brands to sustain and adapt their global brand identity over a period.

The role of Brand Core Pillars on creating Brand Resilience

Our review identified 5 different core pillars of global brand identity of socially responsible brands, which reflected on resilience of a brand and were categorized as Purpose-Driven Brand Positioning, Integrated ESG Stewardship, Cultural Intelligence, Responsible Accountability, and Co-Creation Practices. Responsible Accountability was the most researched core pillar of socially responsible brands in global markets (36%). This goal implies that brands should focus on accountability mechanisms towards its relationship with stakeholders with initiatives such as sustainability disclosures, advocating the need for simplified, harmonized non-financial reporting (Tsagas and Villiers, 2020), integrated accountability approach even in times of crisis (Gerged et al., 2023; Antón-Maraña et al., 2024; Odintsova (2024), mandatory explanations of nondisclosure (Wu et al., 2025), integrated financial and sustainability reports (James, 2013; Soysa et al., 2024), standardized reporting CSR metrics (Hamed et al., 2025), and voluntary and proactive environmental disclosures (Calciolari et al, 2024; Darsono et al., 2025; Dua and Sharma, 2024; Antonia García-Benau et al., 2013; Treepongkaruna, 2024). Our synthesis also reveals that socially responsible brands should rely on corporate governance mechanisms, such as board diversity (García-Sanchez et al., 2025; Qureshi et al., 2020; Brogi and Lagasio, 2025), CSR committees and audits (Kateb and Youssef, 2025), and organizational culture (Rajabalizadeh, 2024) to enhance their perception as responsibly accountable entities in international markets. The literature on responsible accountability also suggests that responsible accountability should be tailored to industry specifics, since the firm size, financial leverage, and profitability can impact on the quality of Benefit Impact Reports (Esposito et al., 2025; Elalfy et al., 2021)- Hence, effective responsible accountability can increase stakeholders trust (Gerged et al., 2024; Calciolari et al., 2024; Hamed et al., 2025; Antonia García-Benau et al. (2013), mitigate reputational risk (Treepongkaruna, 2024), increase firm value (Gerged et al., 2023; Hamed et al., 2025; Antonia García-Benau et al., 2013; Ly et al., 2018; Garsaa, 2024; Qureshi et al., 2020), improve ESG performance (Wu et al., 2025), increase financial and decarbonisation transparency (García-Sánchez et al., 2025; Rajabalizadeh, 2024; Calciolari et al., 2024), and ultimately reduce environmental impact (Calciolari et al., 2024).

The second core pillar was Integrated ESG Stewardship (21,3%). The literature explores how socially responsible brands can strategically embed Sustainable Development Goals (SDGs) into their core global brand identity by focusing on creating sustainable value propositions and building sustainable legitimacy in international markets. For example, some studies stress the importance of adopting a comprehensive approach to sustainability (Obeng, 2025), as well as strategically aligning ESG practices with product development and risk management (Islam et al., 2025), using flexible sustainability strategies (Shields and Shelleman, 2015) combined with dynamic stakeholder engagement (Gutierrez et al., 2022). In terms of building global sustainable legitimacy, scholars suggest that firms should incorporate sustainability orientation into their governance structures, communication strategies, and compliance practices (Jamaludin et al., 2025; Moore et al., 2008; Williams et al., 2019; Whittingham et al. (2023). In this regard, CSR ombudsman mechanisms (Patel and Deshmukh, 2025) and government-backed CSR initiatives (Khurshid et al., 2025) may contribute to long-term sustainable legitimacy, which in turn could prevent CSR-washing accusations (Martin et al., 2024). Overall, studies emphasize the role of Integrated ESG Stewardship in creating sustainable competitive advantages (Obeng, 2025; Khurshid et al., 2025), business growth (Patel and Deshmukh, 2025), and stakeholders trust (Soedjatmiko et al., 2021). Interestingly, Sharma et al. (2024) report that Top ESG performers show 14% higher return on equity compared to low performers, thus confirming the financial benefits of ESG excellence.

The next core pillar was Cultural Intelligence (21,3%). Our synthesis reveals a dynamic interplay between standardization and adaptation in the internationalization strategies of socially responsible brands. Several scholars advocate for a standardized approach to corporate social responsibility (CSR), supported by global governance frameworks and value creation models. For instance, Popoli (2011) argues that CSR should be designed as an integrated, multidimensional strategy rather than a localized or reactive one. Standardizing strategic processes enables brands to create value across diverse markets (Steenkamp, 2014; Egan, 2019), particularly in contexts where CSR is perceived as a voluntary commitment by consumers (Muniz et al., 2019). Matanda and Ewing (2012) advocate for a selective standardization approach, whereby global best practices are maintained while simultaneously empowering local actors. Conversely, other scholars underscore the necessity of adapting CSR strategies to local cultural contexts, recognizing the heterogeneity of ethical norms, belief systems, and value orientations across societies (Sagar et al., 2009; Samli and Fevrier, 2008; Osei et al., 2025). Incorporating culturally embedded values into sustainability practices has been shown to enhance ESG performance, underscoring the role of cultural intelligence in sustainability reporting (Hermawan and Handoyo, 2025). Leadership is also central to developing a corporate culture of sustainability, particularly through engagement with local stakeholders to align global operations with Sustainable Development Goals (Nasta and Cundari, 2024). Moreover, culturally embedded practices such as frugality and resilience are instrumental in driving social innovation and strengthening organizational adaptability, thereby contributing to broader sustainable development outcomes (Sathiyaseelan et al., 2024). Strategic cultural intelligence is thus proposed as a vital capability for managing complex stakeholder relationships globally, ensuring transparent and contextually relevant CSR practices (Godos-Díez et al., 2018). Finally, even brands that emphasize a global identity remain subject to country-oforigin effects, highlighting the need for a culturally sensitive approach to global brand strategy for socially responsible brands (Han, 2016).

Another core pillar was purpose-driven brand positioning (13,1%). Scholars agree that brand purpose must transcend profit maximization, aligning with the foundational values of socially responsible brands (e.g., Cohen and Zhu, 2025). In this regard, critics have highlighted the shortcomings of entrepreneurial ventures that fail to adopt business models grounded in systems thinking that holistically integrate environmental stewardship, social responsibility, and economic viability. Such integration is essential for aligning entrepreneurial purpose with the broader imperatives of sustainable development. As Kirby et al. (2022) emphasize, this approach requires a harmonious balance between People, Planet, and Profit. This strategic integration serves as a critical trust-building mechanism, particularly considering stakeholder concerns regarding the phenomenon of purpose-washing. In this context, Cohen and Zhu (2025) argue that brand purpose should simultaneously offer operational clarity by demonstrating a firm's commitment to sustainable practices and evoking a compelling moral appeal. Together, these dimensions foster relational governance and facilitate effective multi stakeholder cooperation (Cohen and Zhu, 2025). However, managing brand portfolios across international markets introduces complexity, particularly during mergers and acquisitions. Strategic alignment becomes especially critical when integrating diverse brand identities. To preserve the integrity of brand purpose, Amawate and Deb (2021) recommend retaining the brand perceived as socially responsible, thereby ensuring continuity in stakeholder trust and minimizing reputational risk. Such an approach exemplifies the type of adaptive brand portfolio strategies required for maintaining purpose-driven positioning in complex international contexts. Moreover, cultural and religious frameworks play a pivotal role in shaping societal mindsets, moral principles, and consumer behaviors, all of which influence the implementation of sustainability orientation at the local level. For instance, the Buddhist perspective on the interdependence of economy, society, and environment offers a compelling example of how deeply rooted belief systems can inform holistic and locally grounded approaches to sustainable development (Song, 2020). The literature also emphasizes that purpose-driven brand positioning extends beyond ethical branding to function as a governance mechanism for managing stakeholder relationships across diverse cultural, regulatory, and competitive landscapes. In international markets, organizational reputation acts as a key indicator of reliability and ethical intent particularly when sustainable practices are authentically grounded in transparent values and long-term commitments (Stravinskienė et al., 2021; Polonsky and Jevons, 2006). Further research demonstrates that the reputational benefits of CSR are amplified in firms operating with highly competitive intensity in global markets, where stakeholder scrutiny is heightened (Lin, 2024). Moreover, Melewar et al. (2017) underline the importance of integrated corporate communication as part of a consistent global brand identity to create stakeholder trust. Collectively, these trust-building mechanisms are essential to the credibility and effectiveness of purpose-driven strategies, reinforcing stakeholder trust at a global level.

The last core pillar was Co-Creation Practices (8,19%). Our synthesis reveals that co-creation practices are central to building socially responsible global brand identity, as they enable firms to align stakeholder engagement with sustainable value creation. These co-creation practices involve collaborative processes through which stakeholders can influence brand meaning, brand strategy, and value outcomes, which are especially relevant in global markets characterized by cultural diversity, regulatory complexity, and varying sustainability expectations. Renton and Richard (2019) emphasize that such co-creation is underpinned by brand-centered relational infrastructures that promote stakeholder engagement. In practical terms, brands that allocate resources to continuously monitor, manage, and respond to stakeholder input are better positioned to ensure messaging consistency across international contexts (Renton and Richard, 2019). Consistent with the notion of enterprise brand as a shared construct, Hatch and Schultz (2010) explain that co-creation involves not just external stakeholders but all parts of the organization. Hence, stakeholders are empowered to co-create sustainability orientation as part of the global brand identity, which is particularly relevant in international markets where cultural co-ownership enhances authenticity and relevance. From an innovation-driven perspective, Lardo et al. (2020) emphasize the critical role of capability providers in enabling a co-creation environment where innovation extends beyond organizational boundaries and emerges through strategic partnerships that support alignment between sustainable marketing narratives and value delivery systems. Nevertheless, attention must be paid to potential misalignments between stakeholder sustainability priorities and the Sustainable Development Goals (SDGs). This calls for continuous dialogue and inclusive research to ensure stakeholder engagement processes are both participatory and purpose-aligned (Lengyel, 2023). Finally, the development of locally embedded sustainability orientation plays a vital role in enhancing cultural relevance, strengthening trust, and reinforcing legitimacy (Ordonez-Ponce et al., 2021). Such partnerships are relevant for increasing shared value creation capacities in international markets and building socially responsible global brand identities.

Stakeholder Trust as a Differentiator

Our review identified 3 differentiators of global brand identity of socially responsible brands, which were categorized as Brand Transparency, Inclusive Innovation, and Ethical Sourcing. The first differentiator was Brand Transparency (41,1%). Our synthesis demonstrates that brand transparency is not a passive disclosure; rather, it is a proactive communication practice that is strategically embedded within global brand strategy. Research highlights that brand transparency serves as a strategic instrument for managing stakeholder perceptions and establishing legitimacy through clear, and consistent messaging that extends well beyond the publication of sustainability reports (Hopp and Fisher, 2021). It provides stakeholders with opportunities to deepen their understanding of socially responsible brands and enhances stakeholder-brand relationships by deepening emotional engagement (Hopp and Fisher, 2021). Moreover, brand transparency enables organizations to rebuild trust following a reputational crisis, effectively repositioning brands as proactive agents in green transformation (Prieto et al., 2024). In this context, corporate hypocrisy poses a significant risk to socially responsible brands especially when stakeholders have easy access to ESG-related data (Choi et al., 2024). From a psychological perspective, brand transparency increases emotional engagement that results in positive brand evaluations (Hopp and Fisher, 2021). Structurally, brand governance institutionalizes transparency through guidelines, standards, and protocols ensuring consistent and credible communication across all touchpoints and thereby contributing to a distinctive global brand identity (Jain et al., 2024). From a relational perspective, open and transparent communication strengthens stakeholder collaboration by increasing long-term commitment, trust-building, and adaptive capabilities in dynamic international markets (Leal Filho et al., 2024). When strategically implemented, brand transparency significantly enhances the legitimacy, clarity, and distinctiveness of a socially responsible global brand identity. It facilitates the externalization of organizational values to stakeholders (You and Hon, 2021), reinforces coherent ESG narratives that are essential for maintaining stakeholder legitimacy (Ali et al., 2025), and ensures message consistency through sustainable brand governance practices (Jain et al., 2024), ultimately positioning transparency as a key differentiator of socially responsible global brand identity.

The second differentiator was Inclusive Innovation (35,3%). Our synthesis shows that inclusive innovation is increasingly recognized as a key differentiator for socially responsible brands aiming to align with Sustainable Development Goals (SDGs). Rather than focusing solely on profit-maximizing innovation, inclusive innovation prioritizes the simultaneous pursuit of economic, social, and environmental value that can foster growth and performance benefits (Gupta, 2017). Literature identifies four critical domains - strategic, operational, relational, and reputational - through which inclusive innovation enhances global brand identity. At the strategic level, inclusive innovation allows companies to embed sustainability into their brand purpose. Zhao et al. (2024) demonstrate how MNEs are increasingly aligning their innovation strategies with the SDGs to respond to global risks such as climate change and social inequality. This alignment enables companies not only to meet societal needs but also to differentiate themselves as sustainability leaders in highly competitive international markets. Similarly, Durugbo and Amankwah-Amoah (2019) examine the case of mindful multinational corporations (MNCs) and identify a three-phase trajectory of sustainability innovation, namely self-reflection, investment, and reorganization. This process highlights how firms can standardize or adapt inclusive innovation to differentiate themselves in competitive international markets. At an operational level, inclusive innovation requires practical tools and decision frameworks that incorporate sustainability criteria into product and process design.

Siwiec et al. (2024) proposed a decision-making model that integrates the Aggregated Quality Index (AQI), Environmental Impact Index (EII) based on Life Cycle Assessment (LCA), and a Social Responsibility Index (SRI). This holistic model allows the systematic evaluation of prototypes, empowering brands to make informed design decisions that align with global sustainability orientation. Additionally, Khandelwal and Mehta (2023) proposed a holistic creative problem-solving framework that integrates social, environmental, and economic dimensions and offers practical guidance for socially responsible brands to differentiate themselves from their competitors. At a relational level, inclusive innovation manifests itself in how brands engage with and respond to their stakeholders. Durugbo and Amankwah-Amoah (2019) illustrate how sustainability transitions are often catalyzed by activists, multi stakeholder engagement, and societal pressure. In this context, innovative ecosystems emerge as critical platforms for co-creation and mutual value generation, allowing brands to build innovations that are socially embedded and contextually relevant. Such collaborations foster trust, legitimacy, and shared ownership over sustainability outcomes (Durugbo and Amankwah-Amoah, 2019). Lastly, inclusive innovation plays a restorative role in mitigating reputational damage caused by corporate social irresponsibility (CSI). Moreover, some studies illustrate how firms recovering from social irresponsibility crisis can reposition themselves as socially proactive and innovative brands (e.g. Lin, 2024).

The third differentiator was Ethical Sourcing (23,5%). The literature provides evidence that ethical sourcing is not merely a function of compliance or operational efficiency, but rather a strategic trust-building mechanism that significantly differentiates socially responsible global brands. Through the implementation of transparent, accountable, and sustainability orientation, ethical sourcing can enable brands to enhance stakeholder trust and to position themselves as credible leaders in global sustainability (Nyquist, 2024). Moreover, Liczmańska-Kopcewicz et al. (2024) establish a direct relationship between information-based innovations in ethical sourcing and increased value creation across supply chains. Their findings suggest that brands which embed sustainability-oriented innovation into sourcing processes are more agile in adapting to local contexts and more likely to resonate with ethically conscious consumers in international markets.

Aligning with this view, Baah et al. (2022) confirm that collaborative supply chains sustained by ethical sourcing practices lead to significant improvements in supply chain visibility, environmental performance, and stakeholder trust. These attributes allow socially responsible brands to move beyond transactional roles and position themselves as ecosystem orchestrators. Additionally, Fritz and Cordova (2023) propose that socially responsible brands extend beyond declarative “knowing” and operational “doing” into a deeper state of “being.”, arguing for a more systemic integration of sustainability values into the core logic of supply chain management. This calls for brands to not only act responsibly through ethical sourcing but to embrace sustainability as a core element of their global brand identity.

Brand Governance as an Enabler

Our review identified 2 enablers of global brand identity of socially responsible brands, which were categorized as Standardized Responsible Technology and Adaptive Foresight. The first enabler was Standardized Responsible Technology (72.2%). Literature describes standardized responsible technology—including artificial intelligence (AI), big data analytics, the Internet of Things (IoT), blockchain, and digital platforms—as a powerful enabler of socially responsible global brand identity. These technologies do not merely support operational efficiency and scalability but also play a transformative role in embedding sustainability orientation, accountability, and stakeholder responsiveness into brand governance and global brand identity. Steenkamp (2020) identifies five enduring digital trends—such as the rise of global digital sales channels, global brand strategy co-creation, global transparency—that have fundamentally reshaped how companies build and sustain global brands. These developments emphasize the shift towards digitally empowered, globally connected, and participatory brand ecosystems.

To address these challenges, Jain et al. (2024) advocate for AI-enabled brand governance platforms that incorporate analytics, control mechanisms, and automated compliance audits. These technologies ensure consistency with flexibility, enabling global brands to keep their core identity while adapting to local culture and markets through structured customization. It should be noted that AI and blockchain are not only instrumental in efficiency gains but also hold normative potential to advance ESG goals. For instance, Zada et al. (2024) empirically show that GenAI adoption, when aligned with ethical governance and sustainability principles, significantly enhances long-term organizational performance and stakeholder trust. Similarly, Sharma and Gupta (2024) underscore the strategic influence of technologies such as AI, IoT, and blockchain in aligning industrial advancement with sustainable development objectives.

At a governance level, Strome (2024) and Osei et al. (2025) highlight how data governance frameworks are essential for ensuring privacy, regulatory compliance, and accountability which are key pillars for stakeholders' confidence in digital ecosystems. Additionally, Goralski and Tan (2020) and Appio et al. (2024) stress AI's multifaceted potential in cross-sectoral sustainability innovation, arguing for its critical role in driving responsible transformation across cultures and regions. From a relational perspective, Bag et al. (2023, 2024) demonstrate how big data and analytics enhance information flow, trust, and engagement across supply chains. Their findings link data-driven green and lean practices to Viable, Sustainable, and Digital Supply Chain (VSDSC) performance, reinforcing the notion that technology supports not just efficiency but also social and ethical legitimacy. From a strategic resource perspective, Oyelakin et al. (2025) show that digital transformation and green servitization, including ISO 14001 adoption, strengthen sustainability governance and circular economy integration. These approaches enhance organizational adaptability to international markets while reinforcing sustainability signaling within brand narratives. In terms of capability building, Chakraborty et al. (2025) and Mathur and Berwa (2017) stress the importance of digital knowledge acquisition, organizational learning, and systems thinking as prerequisites for sustainable technology adoption. These studies indicate that adaptive responsible technology serves a critical developmental function, empowering socially responsible brands to evolve into learning-oriented, foresight-driven entities capable of anticipating and responding to complex global challenges. This transformative capacity is further amplified through the integration of digital technologies and data-driven insights into partnership strategies, enabling socially responsible brands to operate more effectively within interconnected digital ecosystems and strengthen collaborative resilience and innovation in international markets (Leal Filho, 2024)

The second enabler was Adaptive Foresight (27.7%). Literature conceptualizes adaptive foresight as a strategic capability essential for developing a socially responsible global brand identity. Unlike linear planning models, adaptive foresight is characterized by continuous organizational learning, strategic recalibration, and the cultural embedding of sustainability values (e.g.. Mitchell, 2012; Shrivastava et al.,2013). This dynamic orientation enables socially responsible brands to adapt their long-term sustainability goals in ways that uphold the coherence of their global brand image. A foresight-oriented mindset supports the integration of sustainability orientation into brand governance, allowing for continuous repositioning in response to stakeholder expectations (Mitchell, 2012). Conversely, the failure to transform past learning into forward-looking decision cycles compromises the transformative potential of adaptive learning (Mitchell, 2012). This view is reinforced by Bilderback (2025), who highlights the role of climate-sensitive training as a mechanism for building brand resilience. Key enablers include stakeholder engagement, industry-specific customization, and ongoing evaluation. These adaptive strategies illustrate how adaptive foresight contributes simultaneously to sustainability performance and cultural relevance, without compromising global brand identity. Similarly, Shrivastava et al. (2013) propose a transdisciplinary model of foresight that integrates trans-functional, trans-disciplinary, trans-stakeholder, trans-aesthetic, and trans-human knowledge systems. This broadened perspective emphasizes the need to move beyond narrow expertise, enabling brands to anticipate societal needs and localize sustainability orientation within a unified brand identity. Within this framework, business education assumes a critical role in developing future leaders with the foresight, resilience, and agility needed to respond to complex global challenges. Supporting this argument, Greenland et al. (2022) introduce a multi-pillar model of corporate sustainability foresight, which links strategic business planning with educational initiatives. In this context, foresight is positioned as both a planning and assessment tool that can help businesses align with the SDGs. Moreover, Aljaaidi et al. (2025) emphasize the importance of foresight in human capital development, specifically through competencies such as systems thinking, adaptability, and resilience. These abilities are vital for preparing brand leaders to navigate uncertainty and maintain a socially responsible, strategically agile global brand identity.

Based on the findings, we conceptualised a framework (Figure 3) that can be used by future researchers to investigate deeper into this area of investigation. The proposed framework assumes that sustainability-oriented AI does not directly create a socially responsible brand identity. Rather, sustainability-oriented AI enables brand governance mechanisms that support the implementation of strategic foundations of brand resilience (core pillars) and distinctive brand characteristics (differentiators), allowing brands to balance global consistency with local responsiveness.

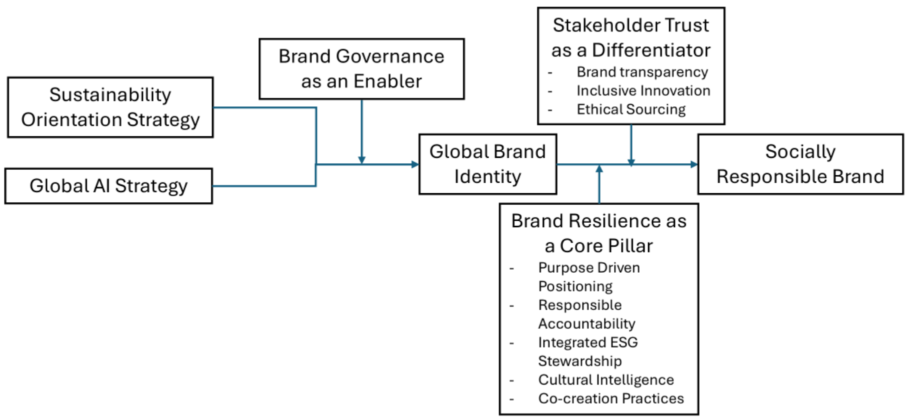

Figure 5: A Conceptual Framework

Strategic Enablers for Global Brand Identity

This research identified "Standardised Responsible Technology" and "Adaptive Foresight" as two main enablers that can be used by brand managers for building global brand identity of socially responsible brands. The standardised and responsible use of AI on resilient adaptation of social responsibility into brand governance theories should be investigated. Additionally, the ability of standardised responsible technology for building global brand identity to anchor its technology policy for global value chain should be examined. Moreover, scholars could investigate if responsible technology in a standardised format enables stakeholders to explore AI-curated brand experiences with integrity in a multilingual environment. Another interesting investigation would be about interoperability's ability to support global performance in the context of a globally recognised responsible brand identity and responsible technology. The need of a brand to commit to consistency and adaptability for global brand identity when fulfilled using AI's adaptive foresight capability, can it be used for designing global sustainability orientation has not been studied till date. Exploring Gen Z's adaptive foresight capability of a socially responsible global brand in terms of its dynamism to offer responsive brand governance should help global brands build global capability for being agile in its operations.

Core Pillars for Global Identity of a Socially Responsible Brand

Synergies and tension between AI efficiency goals and sustainability ethics hinges on AI to achieve accuracy for prediction, automation for efficiency and decision making with cost minimization and on sustainability orientation for social responsibility, transparency and accountability. This synergy reduces the tension of overproduction, waste generation, overconsumption and carbon emission with real-time data driven monitoring of traceability in supply chains, useful for ESG reporting. The impact of synergies on scalability due to efficiency with optimisation along with stakeholder accountability and trust with reduction in damage to ecology. These synergies unfortunately could lead to tensions such as mismanagement of workplace practices required for efficiency with issues such as inequality or exclusion and invite ethical scrutiny by stakeholders because ethics and efficiency always work against the other. Therefore, responsible accountability as the first amongst the five core pillars revealed by our findings could be used by future researchers to compare standardised brand communications about ESG disclosures and their impact on brand trust across different stakeholder segments or markets. Examining responsible accountability through the lens of AI will help researchers to understand the impact of consistent reporting of CSR initiatives on brand trust, and whether AI-enable reporting could be used to improve the accuracy and auditability of corporate reports with or without automation. Moreover, the use of AI for establishing accountability as a signal for global recognition and easy verification by third parties should also be an interesting area of investigation for future research studies. Another important and relevant area for investigation would be exploring how accountability when communicated to stakeholders through multiple platforms, reinforced perceptions of ESG stewardship and increased the perceived credibility of a brand's global operations or value chains. An investigation into the integration of global vs local ESG strategies to build a unified global brand identity and consistent brand voice is also suggested. Future research should also examine the cultural sensitivity in adapting a brand's standardised narrative to build regional legitimacy. Finally, considering how cultural embeddedness of brand value into sustainability orientation can guide brand managers to position socially responsible brands in international markets and develop a consistent global brand architecture for global trust with standardised brand ethics should also be studied.

Strategic Differentiators for Global Identity of a Socially Responsible Brand

Inclusive innovation and transparency emerged as two important differentiators from our analysis. These two global brand identity differentiators should be of great interest to future scholarly investigations who can compare the impact of different types of transparency adopted by socially responsible brands on their standardisation and adaptation efforts, whether through a global village lens or within cross-cultural perspective. Investigators should also explore the role of AI in enhancing brand transparency and how it can contribute to global brand identity, as perceived by both consumers and business customers. Another important area of investigation for future research would be use of transparency in ESG reporting and its impact on global brand identity and brand trust. The second differentiator, inclusive innovation, should be studied to understand how it can be used to standardize socially responsible brand experiences across stakeholder communities without fragmenting brand's global identity. When studied from the perspective of AI, inclusive innovation should consider investigating its impact on a brand's global narrative. This includes applying design principles for global brand management that embeds diversity as a source of competitive advantage and as a standardised differentiator of socially responsible brands in international markets.

Contributions and Implications

This paper contributes to the fast-growing global branding literature by conceptualizing socially responsible global brand identity in the era of sustainability and artificial intelligence. While previous researchers have primarily examined global brand identity from the perspective of brand positioning, brand purpose, and the standardisation-adaptation dilemma, thus study extends current knowledge by positioning social responsibility at the core of a global brand identity development. As such, this paper shifts the focus from managing global consistency across global markets to understanding how global brands can build identities with responsibility, accountability and transparency in response to the sustainability expectations of an increasingly interconnected stakeholder community. Secondly, this paper contributes to international marketing theory by integrating fragmented streams of research on global branding, sustainability orientations, AI strategy, stakeholder trust, brand governance and brand resilience into a holistic conceptual framework. By conceptualizing sustainability-oriented AI as a strategic brand capability rather than a technological tool, the proposed framework explains how brands embed sustainability into their practices and marketing communications, and the governance processes that support the creation and management of socially responsible global brand identities. Finally, this paper extends the standardisation-adaptation literature by explaining that the effectiveness of the sustainability-oriented AI depends on brand governance mechanisms that could balance standardised brand sustainability orientation with culturally responsive local adaptation. The proposed framework therefore moves beyond the traditional view of standardisation-adaptation as a global brand dilemma by conceptualizing brand governance as the mediating mechanism through which sustainability-oriented AI enables brands to address diverse stakeholders' expectations while assuring a coherent and consistent global brand identity and building brand resilience.

The findings of this research will have implications for global brands aiming to build a strong socially responsible global brand identity. First, brand managers should use AI as a strategic and transformative marketing capability rather than merely a communication tool. This requires integrating AI within brand governance at organizational levels to ensure that sustainability initiatives are consistently implemented and aligned across both internal operations and external stakeholders' interactions. Rather than using AI as an isolated marketing or communication tool, brand managers should integrate AI throughout the entire value chain to support sustainability objectives, including responsible sourcing, product design, supply chain management, marketing communications, and continuous stakeholders monitoring. By integrating AI into organizational processes and brand communications, global brands can strengthen the coherence, transparency, and credibility of their sustainability initiatives while reinforcing a socially responsible global brand identity. Additionally, these findings have important implications for how global brands should balance standardisation and adaptation in building a socially responsible global brand identity. Brand managers should create AI-enabled brand governance mechanisms by continuously monitoring stakeholders' sentiments and sustainability performance to ensure that sustainability initiatives and messages remain transparent, accountable and aligned with the brand´s core values. Adaptive brand governance, using AI, will also allow brand managers to respond to local stakeholders' expectations while maintaining globally consistent sustainability commitments. Achieving an effective standardisation-adaptation balance requires companies to invest in AI literacy as a strategic organizational capability. AI-literate brand managers will be better trained to interpret AI-generated stakeholders' insights critically, recognize algorithmic biases, and translate these insights into brand governance mechanisms to ensure consistency across markets despite local adaptations. Consequently, AI literacy could act as a prerequisite for adaptive brand governance and development of a strong and coherent socially responsible global brand identity.

Limitations and Future Research

This research explored the complexity of using AI and Sustainability orientation by global brands through a comprehensive analysis of scientific literature published by two main databases SCOPUS and Web of Science. Our exclusion criteria were quite stringent, and we did not include any study that was not studied under a non-international context. Moreover, this systematic literature review reflects the current state of knowledge in an evolving topic where advances in AI technologies and sustainability practices and regulations may quickly extend current insights. Finally, as this study provides a synthesis of existing research, the proposed conceptual framework requires empirical validation across different brands, international markets and stakeholder groups. Our analysis also provides directions for future research studies on building socially responsible global brand identities through sustainability orientation and AI strategy. First, future research could explore how sustainability orientation evolves as a strategic pillar of global brand identity rather than merely as a corporate social responsibility initiative. Longitudinal studies could investigate how global brands integrate sustainability into their identity over time and how this process differs across brands and cultural contexts. Moreover, more research is needed to understand how global brands balance standardise sustainability brand values with locally adapted sustainability practices and marketing communications, and how these marketing strategies influence stakeholders trust and brand authenticity across international markets. Second, future studies could investigate how AI-enabled sustainability communication affects stakeholders' perceptions, engagement and trust across diverse stakeholder groups, such as consumers, employees, investors, regulators and local communities, among others. Experimental and longitudinal studies could investigate how different levels of AI transparency, explainability and human oversight influence stakeholders behavioral and emotional responses to sustainability communications. Thirdly, future research could also investigate the brand governance capabilities required to manage AI-generated sustainability content, prevent greenwashing, monitor stakeholders´ expectations, and leverage sustainability initiatives across global value changes. Comparative case studies across global brands from different sectors and markets would provide valuable insights to create effective brand governance models. Finally, future research could examine how AI can support brand resilience through continuous stakeholder monitoring, predictive brand analytics and adaptive marketing decision-making, while also accounting for the risks associated with algorithmic bias, misinformation and lack of stakeholder trust. A mixed-methods approach would be particularly valuable for advancing knowledge of how brands can integrate AI into sustainability governance mechanisms and how such integration affects stakeholder trust, sustainability performance, and brand resilience.

References:

Aaker, D. A. (2012). *Building strong brands*. Simon and Schuster. ISBN, 1471104389, 9781471104381

Adiguzel, S. (2021). The impact of blockchain in marketing. *Socrates Journal of Interdisciplinary Social Researches*, *7*(10), 66-97.

Ajina, A. S., Roy, S., Nguyen, B., Japutra, A., and Al-Hajla, A. H. (2020). Enhancing brand value using corporate social responsibility initiatives: Evidence from financial services brands in Saudi Arabia. *Qualitative Market Research: An International Journal*, *23*(4), 575-602.

Ali, S., Zahid, R. A., Battisti, E., and Vincurova, Z. (2025). Environmental innovation and corporate financial performance: the moderating role of greenwashing. International Journal of

Emerging Markets. *International Journal of Emerging Markets,* Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/IJOEM-09-2024-1611

Aljaaidi, K., Abdulmajeed, I., Bafaqeer, S., and Habeeb, S. (2005). Exploring Gender Differences in Sustainable Project Management Companies and Awareness of the Sustainable Development Goals (SDGs). *Journal of Project Management,* 10(2), 259-270.

Aljaaidi, K., Abdulmajeed, I., Bafaqeer, S., and Habeeb, S. (2025). Green project management competencies and sustainable development goals (SDGs): Empirical evidence. *Journal of Project Management*, *12*.

Allen, M. W., and Craig, C. A. (2016). Rethinking corporate social responsibility in the age of climate change: A communication perspective. *International Journal of Corporate Social Responsibility*, *1*(1), 1-11.

Alyahya, M., and Agag, G. (2025). How Does Corporate Environmental Performance Contribute to Firm Performance and Customer Satisfaction? A Longitudinal Investigation. *Sustainability*, *17*(4), 1644.

Amawate V. and Deb D. (2021). Post acquisition brand identity: acquisition of Flipkart group by Walmart Inc. Emerald Emergent Market Case Studies. Emerald Insights. DOI https://doi.org/10.1108/EEMCS-12-2018-0274

Amoako, G. K., Dartey-Baah, K., Naatu, F., Acquah, I. S. K., and Gabrah, A. Y. B. (2024). Corporate social responsibility and brand performance: Evidence from Ghana. *Journal of International Management*, *30*(4), 101161.

Annesi, N., Battaglia, M., Ceglia, I., and Mercuri, F. (2025). Navigating paradoxes: Building a sustainable strategy for an integrated ESG corporate governance. *Management Decision*, *63*(2), 531-559.

Anning-Dorson, T. (2021). Organizational culture and leadership as antecedents to organizational flexibility: implications for SME competitiveness. *Journal of Entrepreneurship in Emerging Economies*, *13*(5), 1309-1325.

Antón-Maraña, P., Díez-Hernández, J., and Puche-Regaliza, J. C. (2024). A Novel Multiperspective and Multistakeholder Approach to Event Impact Measurement: Synthesizing the Triple Bottom Line. *Event Management*, *28*(6), 819-841.

Antonetti, P. and Maklan, S. (2016) Hippies, Greenies, and Tree Huggers: How the 'Warmth' Stereotype Hinders the Adoption of Responsible Brands. *Psychology and marketing*. 33 (10), 796–813.

Antonia Garcia-Benau, M., Sierra-Garcia, L., and Zorio, A. (2013). Financial crisis impact on sustainability reporting. *Management decision*, *51*(7), 1528-1542.

Appio, F. P., Platania, F., and Hernandez, C. T. (2024). Pairing AI and sustainability: envisioning entrepreneurial initiatives for virtuous twin paths. *IEEE Transactions on Engineering Management*.

Aripin, Z. (2025). Evaluating the Impact of Cross-cultural Marketing Strategies on Global Brand Positioning. *Kriez Academy: Journal of development and community service*, *2*(1), 1-18.

Azarian, M., Yu, H., Shiferaw, A. T., and Stevik, T. K. (2023). Do we perform systematic literature review right? A scientific mapping and methodological assessment. *Logistics*, *7*(4), 89.

Baah, C., Acquah, I. S. K., and Ofori, D. (2022). Exploring the influence of supply chain collaboration on supply chain visibility, stakeholder trust, environmental and financial performances: a partial least square approach. *Benchmarking: An International Journal*, *29*(1), 172-193.

Bag, S., Rahman, M. S., Srivastava, G., Shore, A., and Ram, P. (2023). Examining the role of virtue ethics and big data in enhancing viable, sustainable, and digital supply chain performance. *Technological Forecasting and Social Change*, *186*, 122154.

Bag, S., Srivastava, G., Cherrafi, A., Ali, A., and Singh, R. K. (2024). Data-driven insights for circular and sustainable food supply chains: An empirical exploration of big data and predictive analytics in enhancing social sustainability performance. *Business Strategy and the Environment*, *33*(2), 1369-1396.

Barros, T., and Martins, F. V. (2008). Corporate brand identity–a conceptual redefinition.

Behera, R. K., Bala, P. K., Rana, N. P., and Irani, Z. (2024). Empowering co-creation of services with artificial intelligence: an empirical analysis to examine adoption intention. *Marketing Intelligence and Planning*, *42*(6), 941-975.

Beverland, M., Napoli, J., and Lindgreen, A. (2007). Industrial global brand leadership: A capabilities view. *Industrial marketing management*, *36*(8), 1082-1093.

Bhagat, C. (2024). Greenwashing vs. genuine efforts: The role of transparent communication in building corporate credibility. *Multidisciplinary journal of law for future security*, *1*(2), 51-62.

Bilderback, S. (2025) Climate-sensitive training for sustainable business in Dickson County with global applications. *Industrial and commercial training*. 57 (1), 17–29.

Bieńkowska, J. (2025). The effects of artificial intelligence on the fashion industry—Opportunities and challenges for sustainable transformation. *Sustainable Development*, *33*(3), 3774-3790.

Bonsón, E., Lavorato, D., Lamboglia, R., and Mancini, D. (2021). Artificial intelligence activities and ethical approaches in leading listed companies in the European Union. *International Journal of Accounting Information Systems*, *43*, 100535.

Borchmeyer, S. (2020) Bridging the Financing Gap of the Sustainable Development Goals. Policy File

Brogi, M. and Lagasio, V. (2025) Do Corporate Governance Frameworks Affect Sustainability Reporting? Corporate social responsibility and environmental management.

Bulmer, S., Palakshappa, N., Dodds, S., and Harper, S. (2024). Sustainability, brand authenticity and Instagram messaging. *Journal of Business Research*, *175*, 114547.

Cabrera, D., and Cabrera, L. L. (2023). The steps to doing a systems literature review (SLR). *Journal of Systems Thinking Preprints*.

Calciolari, S., Cesarini, M., and Ruberti, M. (2024). Sustainability disclosure in the pharmaceutical and chemical industries: Results from bibliometric analysis and AI-based comparison of financial reports. *Journal of Cleaner Production*, *447*, 141511.

Chabowski, B. R., Samiee, S., and Hult, G. T. M. (2013). A bibliometric analysis of the global branding literature and a research agenda. *Journal of International Business Studies*, *44*(6), 622-634.

Chakraborty, D., Oberoi, S. S., Rana, N. P., and Rajan, R. (2025). Navigating Technological Uncertainty: Sustainable Practices in Digital Knowledge Acquisition and Application. *Journal of Global Information Management (JGIM)*, *33*(1), 1-22.

Chen, L., Qalati, S. A., and Fan, M. (2025). Effects of sustainable innovation on stakeholder engagement and societal impacts: the mediating role of stakeholder engagement and the moderating role of anticipatory governance. *Sustainable Development*, *33*(2), 2406-2428.

Chua, B. L., Kim, S., Baah, N. G., Moon, H., Yu, J., and Han, H. (2024). When hospitality brands go green: the role of authenticity and stereotypes in building customer-green brand relationships. *Journal of Sustainable Tourism*, *32*(6), 1118-1141.

De Chernatony, L. (1999). Brand management through narrowing the gap between brand identity and brand reputation. *Journal of marketing management*, *15*(1-3), 157-179.

Choi, J., Roh, T., and Lee, J. H. (2024). The pitfalls of corporate social irresponsibility: Hypocrisy of family firms in South Korea. *Journal of Cleaner Production*, *435*, 140557.

Cocca, P., Marciano, F., Alberti, M., and Schiavini, D. (2019). Leanness measurement methods in manufacturing organisations: a systematic review. International Journal of Production Research, 57(15-16), 5103-5118.

Cohen, N. and Zhu, X. (2025) Corporate initial responses to COVID-19 and ESG ratings: the role of ESG consistency. *Sustainability accounting, management and policy journal (Print)*. 16 (1), 44–78.

Colucci, M., Vecchi, A., and Bonetti, F. (2025). The Transformative Influence of Artificial Intelligence on the Fashion Industry. *The Cyber-Creativity Process: How Humans Co-Create with Artificial Intelligence*, 163-201.

Cooper, T., Stavros, C., and Dobele, A. R. (2023). The impact of social media evolution on practitioner-stakeholder relationships in brand management. *Journal of Product and Brand Management*, *32*(8), 1173-1190.

Darsono, D., Ratmono, D., Tujori, A., and Clarisa, T. Y. (2025). The relationship between ESG, financial performance, and cost of debt: the role of independent assurance. *Cogent Business and Management*, *12*(1), 2437137.

Dauvergne, P., and Lister, J. (2012). Big brand sustainability: Governance prospects and environmental limits. *Global Environmental Change*, *22*(1), 36-45.

Dawood, H. M., and Afzal, N. (2025). Ethical Issues and Role of Smart Supply Chain Management. In *Smart Supply Chain Management: Design, Methods and Impacts* (pp. 73-97). Singapore: Springer Nature Singapore.

de Andreis, F., Comite, U., and Gallo, A. M. (2024). Sustainable business model, artificial intelligence, and sustainable practices: A possible strategy for tomorrow. International Journal of Academic Research in Business and Social Sciences, 14(1), 60-73.

Dissanayake, R., and Amarasuriya, T. (2015). Role of brand identity in developing global brands: A literature-based review on case comparison between Apple iPhone vs Samsung smartphone brands. *Research journal of business and management*, *2*(3), 430-440.

Dong, C., Huang, Q., Ni, S., Zhang, B., and Chen, C. (2024). Constructing care-based corporate social responsibility (CSR) communication during the COVID-19 pandemic: a comparison of Fortune 500 companies in China and the United States. *Journal of Business Ethics*, *192*(4), 775-802.

Douhid, C., Abid, Y., and Chemlal, M. (2024, April). Strategic Intelligence as a Pillar of Economic Intelligence in the Era of Governance 2.0. In *The International Workshop on Big Data and Business Intelligence* (pp. 340-353). Cham: Springer Nature Switzerland.

Du, S., and Xie, C. (2021). Paradoxes of artificial intelligence in consumer markets: Ethical challenges and opportunities. *Journal of Business Research*, *129*, 961-974.

Dua, J. and Sharma, A. K. (2024) Corporate Sustainability and Capital Costs: A Panel Evidence from BRICS Countries. *Indian journal of corporate governance.* 17 (1), 77–101.

Durugbo, C. and Amankwah-Amoah, J. (2019) Global sustainability under uncertainty: How do multinationals craft regulatory policies? *Corporate social-responsibility and environmental management.* 26 (6), 1500–1516.

Egan, M. (2019) Sense-Making Resource Efficiency Through 'Sustainability' Reports. *Journal of business ethics.* 154 (3), 797–812.

Elalfy, A., Weber, O., and Geobey, S. (2021). The Sustainable Development Goals (SDGs): a rising tide lifts all boats? Global reporting implications in a post SDGs world. *Journal of Applied Accounting Research*, *22*(3), 557-575.

Elg, U., and Ghauri, P. N. (2021). A global marketing logic: local stakeholders' influence in diverse emerging markets. *International Marketing Review*, *38*(6), 1166-1188.

Elia, G., Margherita, A., and Passiante, G. (2020). Digital entrepreneurship ecosystem: How digital technologies and collective intelligence are reshaping the entrepreneurial process. *Technological forecasting and social change*, *150*, 119791.

Elmes, H. E. (2021). *Leadership traits required for international organizational success in the digital era* (Doctoral dissertation, FH Vorarlberg (Fachhochschule Vorarlberg)).

Esposito, P., Marrone, A., Pontrelli, V., and Rella, A. (2025). Exploring drivers and factors of benefit impact reports quality: Retracing a stakeholder theory approach. *Business Strategy and the Environment*, *34*(1), 555-569.

Essamri, A., McKechnie, S., and Winklhofer, H. (2019). Co-creating corporate brand identity with online brand communities: A managerial perspective. *Journal of Business Research*, *96*, 366-375.

Fatima, T., and Elbanna, S. (2023). Corporate social responsibility (CSR) implementation: A review and a research agenda towards an integrative framework. *Journal of business ethics*, *183*(1), 105-121.

Fereday, J., and Muir-Cochrane, E. (2006). Demonstrating rigor using thematic analysis: A hybrid approach of inductive and deductive coding and theme development. *International journal of qualitative methods*, *5*(1), 80-92.

Ferraro, C., Hemsley, A., and Sands, S. (2023). Embracing diversity, equity, and inclusion (DEI): Considerations and opportunities for brand managers. *Business Horizons*, *66*(4), 463-479.

Fritz, M. M. C. and Cordova, M. (2023) Developing managers' mindset to lead more sustainable supply chains. Cleaner Logistics and Supply Chain. 7100108.

Gajdzik, B., Bartuś, K., Jaciow, M., Wolniak, R., Wolny, R., and Grebski, W. W. (2024). Evolution of Polish E-Consumers' Environmental Awareness and Purchasing Behavior over Ten Years. *Sustainability*, *16*(11), 4686.

García-Sánchez, I. M., Núñez-Torrado, M., Aibar-Guzmán, C., and Aibar-Guzmán, B. (2025). Beyond Climate Targets: Exploring When and How Female Directors Influence Corporate Decarbonization Transparency. *Business Strategy and the Environment*, *34*(3), 3892-3912.

Garsaa, A. (2024) How Has the COVID -19 Crisis Affected the Link Between ESG Disclosure and Firm Value? A Two-Level Analysis of European Listed Companies. Business ethics, the environment and *responsibility (Print)*.

Gerged, A. M., Salem, R., and Beddewela, E. (2023). How does transparency into global sustainability initiatives influence firm value? Insights from Anglo-American countries. *Business Strategy and the Environment*, *32*(7), 4519-4547.

Gerged, A. M., Kehbuma, K. M., and Beddewela, E. S. (2025). Corporate social responsibility disclosure and corporate social irresponsibility in emerging economies: does institutional quality matter?. *Business Ethics, the Environment and Responsibility*, *34*(3), 852-870.

Godos-Díez, J. L., Cabeza-García, L., and Fernández-González, C. (2018). Relationship between corporate social responsibility (CSR) and internationalisation strategies: a descriptive study in the Spanish context. *Administrative Sciences*, *8*(4), 57.

Goirand, M., Austin, E., and Clay-Williams, R. (2024). Bringing clarity and transparency to the consultative process underpinning the implementation of an ethics framework for AI-based healthcare applications: a qualitative study. *AI and Ethics*, 1-21.

Grassi, A. (2022) "We Like That It Matters!": Towards a Socially Sustainable Retail Store Brand Experience. *Sustainability*. 14 (23), 16310-.

Goralski, M. A. and Tan, T. K. (2020) Artificial intelligence and sustainable development. *The international journal of management education*. 18 (1), 100330-.

Gorbatov, S., Khapova, S. N., Oostrom, J. K., and Lysova, E. I. (2021). Personal brand equity: Scale development and validation. *Personnel Psychology*, *74*(3), 505-542.

Gray, H., Dolan, R., Wilkie, D. C. H., Conduit, J., and Burgess, A. (2024). Social purpose branding approaches: a typology of how brands engage with a social purpose. *European Journal of Marketing*, *58*(5), 1207-1240.

Greyser, S. A. (2009). Corporate brand reputation and brand crisis management. *Management Decision*, *47*(4), 590-602.

Greenland, S., Saleem, M., Misra, R., and Mason, J. (2022). Sustainable management education and an empirical five-pillar model of sustainability. *The International Journal of Management Education*, *20*(3), 100658.

Gunawan, E., and van den Hoven, P. J. (2017). Global Brand Identity as a Network of Localized Meanings. *International Journal of Marketing Studies*, *9*(2), 56-67.

Gupta, S. (2016) A Conceptual Framework That Identifies Antecedents and Consequences of Building Socially Responsible International Brands. *Thunderbird international business review*, 58(3): 225–237.

Gupta, H. (2017) Integration of Quality and Innovation Practices for Global Sustainability: An Empirical Study of Indian SMEs. *Global business review*. 18 (1), 210–225.

Gupta, R., Kushwaha, A., Dave, D., and Mahanta, N. R. (2022). Waste management in fashion and textile industry: Recent advances and trends, life-cycle assessment, and circular economy. *Emerging trends to approaching zero waste*, 215-242.

Gulati, R. and Wohlgezogen, F. (2023) Can Purpose Foster Stakeholder Trust in Corporations? *Strategy science*. 8 (2), 270–287.

Gutierrez, L., Montiel, I., Surroca, J. A., and Tribo, J. A. (2022). Rainbow Wash or Rainbow Revolution? Dynamic Stakeholder Engagement for SDG-Driven Responsible Innovation: Gutierrez et al. *Journal of Business Ethics*, *180*(4), 1113-1136.

Haddaway, N. R., Woodcock, P., Macura, B., and Collins, A. (2015). Making literature reviews more reliable through application of lessons from systematic reviews. *Conservation biology*, *29*(6), 1596-1605.

Hakim, A. M. (2011) A new model for socially responsible brand management. *The Journal of Brand Management*, 18(9):650–658.

Hamed, R., Smolarski, J., Al-Shattarat, W., and Al-Shattarat, B. (2025). CSR reporting and corporate performance: the role of strategic emphasis. Sustainability Accounting, Management and Policy Journal, 16(3), 845-873.

Han, C. M. (2016) Global identity strategy and its efficacy for Asian brands: Is Toyota global or Japanese to consumers? Asia Pacific journal of marketing and logistics. 28 (5), 862–877.

Hashman, S. (2020). *The brand identity crisis: Making business purpose fit for purpose*.https://www.forbes.com/sites/sairahashman/2020/08/03/the-brand-identity-crisis-making-business-purpose-fit-for-purpose/ Downloaded on 18 October 2025

Hatch, M. J. and Schultz, M. (2010) Toward a theory of brand co-creation with implications for brand governance. *The Journal of Brand Management*. 17 (8), 590–604.

Helm, C., and Jones, R. (2010). Extending the value chain–A conceptual framework for managing the governance of co-created brand equity. *Journal of Brand Management*, *17*(8), 579-589.

Hermawan, M. S. and Handoyo, A. D. S. (2025) Harmonizing ESG in a local context; integrating social dimension and Kekeluargaan values in the context of Indonesia culture. Corporate social-responsibility and environmental management. 32 (2), 2225–2236.

Hinsberg, K., Nadesan, M., and Lamanna, A. (2024). Communicative Framework Development for Construction Risk Governance: An Analysis of Risk and Trust Perception for Organizational Sustainability. *Sustainability*, *16*(13), 5794.

Hopp, T. and Fisher, J. (2021) A psychological model of transparent communication effectiveness. Corporate communications. 26 (2), 403–419.

Hornby, E. (2024). Can Ethical Texts Achieve Clarity? Whistleblowing Texts in the UK Banking Sector and the Ethical Clarity Framework. *Journal of Business Ethics*, 1-17.

Huang, C., and Guo, R. (2021). The effect of a green brand story on perceived brand authenticity and brand trust: the role of narrative rhetoric. *Journal of Brand Management*, *28*, 60-76.

Hulland, J., and Houston, M. B. (2020). Why systematic review papers and meta-analyses matter: An introduction to the special issue on generalizations in marketing. *Journal of the Academy of Marketing Science*, 48, 351-359. https://doi.org/10.1007/s11747-020-00721-7

Islam, M. U., Abdul Hamid, B., and Shahid, M. N. (2025). ESG activities and bank performance with the moderating influence of competition and regulatory quality: a study in the organization of Islamic countries. *International Journal of Islamic and Middle Eastern Finance and Management*, *18*(2), 441-466.

Issa, A. (2025) Sustainability committees' influence on ESG controversies and sustainability assurance: a comparative study in polluting and non-polluting firms. *Journal of global responsibility., 16(4), 686-704.*

Jain, S., Basu, S., and Dwivedi, Y. K. (2024). Green brand identity and B2B channel partners' tactical green marketing orientation: Moderating effect of brand governance. *Industrial Marketing Management*, *119*, 218-237.

Jaiswal, R., Gupta, S., and Tiwari, A. K. (2025). Environmental, social and governance-type investing: a multi-stakeholder machine learning analysis. *Management Decision*.Vol. ahead-of-print no. ahead-of-print. https://doi.org/10.1108/MD-04-2024-0930

Jamaludin, A. F., Husain, M. F. H., and Razali, M. N. (2025). Assessing environmental, social and governance of property-listed companies in Malaysia. *Property Management*, *43*(3), 469-489.

James (2013). Sustainability and integrated reporting: Opportunities and strategies for small and midsize companies. Entrepreneurial Executive, 18, 17-28.

Janssen, C., Vanhamme, J., and Leblanc, S. (2017). Should luxury brands say it out loud? Brand conspicuousness and consumer perceptions of responsible luxury. *Journal of Business Research*, *77*, 167-174.

Kaggwa, S., Eleogu, T. F., Okonkwo, F., Farayola, O. A., Uwaoma, P. U., and Akinoso, A. (2024). AI in decision making: transforming business strategies. *International Journal of Research and Scientific Innovation*, *10*(12), 423-444.

Kang, J., Faria, A. A., Lee, J., and Choi, W. J. (2023). Will consumers give us another chance to bounce back? Effects of precrisis commitments to social and product responsibility on brand resilience. *Journal of Product and Brand Management*, *32*(6), 927-941.

Kapferer, J. N. (2002). Corporate brand and organizational identity. In *Corporate and organizational identities* (pp. 195-214). Routledge.

Kateb, I., & Youssef, M. (2025). Sustainability reporting quality: understanding board characteristics, CSR committees and moderation dynamics in Saudi Arabia. *Social Responsibility Journal*, (ahead-of-print).

Khandelwal, N. and Mehta, A. (2023). Realising holistic creative thinking through seven principles: a 21st century paradigm leading to sustainable innovation. International Journal of Business Globalisation, 33(1-2), 94-112.

Khurshid, A., Cifuentes-Faura, J., Hongbin, Y., and Saleem, S. F. (2025). Corporate social responsibility in the era of government subsidies: A novel empirical perspective on market competitiveness. *Corporate Social Responsibility and Environmental Management*, *32*(1), 102-117.

Kirby, D. A., El-Kaffass, I., and Healey-Benson, F. (2022). Harmonious entrepreneurship: evolution from wealth creation to sustainable development. *Journal of Management History*, *28*(4), 514-529.

Kitchin, T. (2003). Corporate social responsibility: A brand explanation. *Journal of Brand Management*, *10*(4), 312-326.

Kouhizadeh, M., Zhu, Q., and Sarkis, J. (2020). Blockchain and the circular economy: Potential tensions and critical reflections from practice. *Production Planning and Control*, *31*(11-12), 950-966.

Kumar, V., Ramachandran, D., and Kumar, B. (2021). Influence of new-age technologies on marketing: A research agenda. Journal of Business Research, 125, 864-877.

Lardo, A., Mancini, D., Paoloni, N., and Russo, G. (2020). The perspective of capability providers in creating a sustainable I4. 0 environment. *Management Decision*, *58*(8), 1759-1777.

Leal Filho, W., Dibbern, T., Dinis, M. A. P., Cristofoletti, E. C., Mbah, M. F., Mishra, A., ... & Aina, Y. A. (2024). The added value of partnerships in implementing the UN sustainable development goals. *Journal of Cleaner Production*, *438*, 140794.

Lehner, M., and Halliday, S. (2014). Branding sustainability: Opportunity and risk behind a brand-based approach to sustainable markets. *Ephemera: Theory and Politics in Organization*, *14*(1), 13-34.

Lengyel, A. (2023). Spatial perspectives on sustainability priorities: Key stakeholders' insights. *Journal of Cleaner Production*, *420*, 138341.

1529
1530 Li, Y., Gong, M., Zhang, X. Y., & Koh, L. (2018). The impact of environmental, social, and governance disclosure on firm value: The role of CEO power. *The British accounting review*, *50*(1), 60-75.

1533 Liczmańska-Kopcewicz, K., Wiśniewska, A., & Nocella, G. (2024). Willingness to implement innovative solutions for creating information-based added value in food value chains. *Journal of Cleaner Production*, *446*, 141284.

1536 Lin, W. L. (2024) The role of corporate social responsibility and corporate social irresponsibility in shaping corporate reputation: An analysis of competitive action and innovation strategies. Corporate social-responsibility and environmental management. 31 (2), 1451–1468.

1540 Liu, S., Perry, P., Moore, C., and Warnaby, G. (2016). The standardization-localization dilemma of brand communications for luxury fashion retailers' internationalization into China. *Journal of Business Research*, *69*(1), 357-364.

1544 Liu, H., Schoefer, K., Fastoso, F., and Tzemou, E. (2021). Perceived brand globalness/localness: A systematic review of the literature and directions for further research. *Journal of International Marketing*, *29*(1), 77-94.

1548 Luffarelli, J., Feiereisen, S., and Zoghaib, A. (2021). More innovative but less socially responsible: The influence of using metaphors in marketing communications on product perception, choice, and adoption intention. *Psychology and Marketing*, *38*(11), 1973-1989.

1552 Luo, Y. (2022). New connectivity in the fragmented world. *Journal of International Business Studies*, *53*(5), 962.

1555 Maccarrone, P., and Contri, A. M. (2021). Integrating corporate social responsibility into corporate strategy: The role of formal tools. *Sustainability*, *13*(22), 12551.

1558 Madrigal, R. and Boush, D. M. (2008) Social responsibility as a unique dimension of brand personality and consumers' willingness to reward. *Psychology and marketing*. 25 (6), 538–564.

1561 Magano, J., Brandão, T., Delgado, C., and Vale, V. (2024). Brand love, attitude, and environmental cause knowledge: sustainable blue jeans consumer behavior. *Sustainability*, *16*(5), 1840..

1564 Mahdiraji, H. A., Kamardi, A. A., Hajiagha, S. H. R., and Vrontis, D. (2024). Unveiling the controversies of brand identity management: A holistic framework for global B2B companies through a hybrid systematic literature review and interpretive structural modelling. *Industrial Marketing Management*, *121*, 179-197.

1569 Maio, E. (2003). Managing brand in the new stakeholder environment. *Journal of business ethics*, *44*(2), 235-246.

1572 Makosa, S. (2024). Brand Management Driven by Artificial Intelligence. *Weblink downloaded on 15 Jan 2026 https://unitesi.unive.it/bitstream/20.500.14247/8293/1/867030-1279260.pdf*
1574

Malik, I. A., Mehraj, D., u Nissa, V., and Wani, A. K. (2025). Unveiling the Dynamics of Sustainable Development: A Holistic Examination of Green Organizational Learning, Innovation, and Performance in Indian SMEs. *Business Strategy and Development*, *8*(1), e70060.

Martin, U. M., Thapa, U., and Aguinis, H. (2024). Punishing the good? How to minimize an unfair CSR-washing label. *Business Horizons*, *67*(2), 199-207.

Marzi, G., Balzano, M., Caputo, A., and Pellegrini, M. M. (2025). Guidelines for bibliometric-systematic literature reviews: 10 steps to combine analysis, synthesis and theory development. *International Journal of Management Reviews*, 27(1), 81-103.

Matanda, T. and Ewing, M. T. (2012) The process of global brand strategy development and regional implementation. *International journal of research in marketing*. 29(1), 5–12.

Mathur, K. and Berwa, A. (2017) Sustainable competitiveness: redefining the future with technology and innovation. Journal of sustainable finance and investment. 7(3), 290–306.

Melewar, T. C., Foroudi, P., Gupta, S., Kitchen, P. J., and Foroudi, M. M. (2017). Integrating identity, strategy and communications for trust, loyalty and commitment. *European Journal of Marketing*, *51*(3), 572-604.

Merrilees, B., Miller, D., and Yakimova, R. (2021). Building brands through internal stakeholder engagement and co-creation. *Journal of Product and Brand Management*, *30*(6), 806-818.

Mills, A. J., and John, J. (2025). Brand stories: bringing narrative theory to brand management. *Journal of Strategic Marketing*, *33*(1), 35-53.

Mitchell, M., Curtis, A., and Davidson, P. (2012). Can triple bottom line reporting become a cycle for “double loop” learning and radical change? *Accounting, Auditing and Accountability Journal*, *25*(6), 1048-1068.

Moore, S., and Jie Wen, J. (2008). Business ethics? A global comparative study on corporate sustainability approaches. *Social Responsibility Journal*, *4*(1/2), 172-184.

Madrigal, R., and Boush, D. M. (2008). Social responsibility as a dimension of brand personality. *Journal of Advertising*, 37(4), 55–70.

Muninger, M. I., Mahr, D., and Hammedi, W. (2022). Social media use: A review of innovation management practices. *Journal of Business Research*, *143*, 140-156.

Muniz, F., Guzmán, F., Paswan, A. K., and Crawford, H. J. (2019). The immediate effect of corporate social responsibility on consumer-based brand equity. *Journal of Product and Brand Management*, *28*(7), 864-879.

Nadanyiova, M., Gajanova, L., and Majerova, J. (2020). Green marketing as a part of the socially responsible brand's communication from the aspect of generational stratification. *Sustainability*, *12*(17), 7118.

Napier, E., and Sanguineti, F. (2018). Fashion Merchandisers' Slash and Burn dilemma: a consequence of over production and excessive waste? *Rutgers Business Review*, *3*(2).

Narkhede, G. B., Pasi, B. N., Rajhans, N., and Kulkarni, A. (2025). Industry 5.0 and sustainable manufacturing: a systematic literature review. *Benchmarking: An International Journal*, 32(2), 608-635.

Nasta, L. and Cundari, V. (2024) Aligning multinational corporate strategies with Sustainable Development Goals: A case study of an Italian energy firm's initiatives in developing markets. Corporate social-responsibility and environmental management. 31 (5), 3902–3915.

Nickerson, D., Lowe, M., Pattabhiramaiah, A., and Sorescu, A. (2022). The impact of corporate social responsibility on brand sales: An accountability perspective. *Journal of Marketing*, *86*(2), 5-28.

Nyquist, A. (2024) Building Stakeholder Trust Through Industry Leadership in Sustainable Development. *Journal of sustainable marketing*. 5 (2), 1–19.

Obeng, H. A., Arhinful, R., Mensah, L., and Mensah, C. C. (2025). The mediating role of service quality in the relationship between corporate social responsibility and sustainable competitive advantages in an emerging economy. *Business Strategy and Development*, *8*(1), e70099.

Odintsova, T. (2024) Updating the Informational and Control Practices in the Sustainability Agenda. Economics and Culture. 21 (1), 133–148.

Okonkwo, I., Mujinga, J., Namkoisse, E., and Francisco, A. (2023). Localization and global marketing: Adapting digital strategies for diverse audiences. *Journal of Digital Marketing and Communication*, *3*(2), 66-80.

Ordonez-Ponce, E., Clarke, A., and MacDonald, A. (2021). Business contributions to the sustainable development goals through community sustainability partnerships. *Sustainability Accounting, Management and Policy Journal*, *12*(6), 1239-1267.

Orazi, D. C., Spry, A., Theilacker, M. N., and Vredenburg, J. (2017). A multi-stakeholder IMC framework for networked brand identity. European Journal of Marketing, 51(3), 551-571.

Osei, Abednego & Agyemang, Andrew & Cobbinah, Joana. (2025). Strategic Sustainability Initiatives and the Circular Economy: Insights From Firm-Level Targets, Board Dynamics, Stakeholder Pressure, and Digital Transformation. *Business Ethics, the Environment & Responsibility*. 0:1–26.

Ouyang, Z., Yao, C. N., and Hu, X. (2020). Crisis spillover of corporate environmental misconducts: The roles of perceived similarity, familiarity, and corporate environmental responsibility in determining the impact on oppositional behavioral intention*. Business Strategy and the Environment,* 29(4), 1797-1808.

Outsios, G. and Farooqi, S. A. (2017) Gender in sustainable entrepreneurship: evidence from the UK. Gender in management. 32 (3), 183–202.

Oyelakin, I.O., Ting, D.H., Yusuf, A.H., Arbak, S., Dhar, B.K. (2025). Building Resource Capabilities Through Green Servitization and ISO 14001 for Sustainable Performance: Perspectives from Manufacturing Firms, Open Access

Palmatier, R. W., Houston, M. B., and Hulland, J. (2018). Review articles: Purpose, process, and structure. *Journal of the Academy of Marketing Science*, 46, 1-5. https://doi.org/10.1007/s11747-017-0563-4

Paré, G., Tate, M., Johnstone, D., and Kitsiou, S. (2016). Contextualizing the twin concepts of systematicity and transparency in information systems literature reviews. *European Journal of Information Systems*, *25*(6), 493-508.

Patel, J. and Deshmukh, A. K. (2025) Corporate Social Responsibility (CSR) Nudge: A SAP-LAP-IRP Inquiry into Discretion to Mandate. Global journal of flexible systems management. 26 (1), 25–54.

Pervez, H., Saunila, M., Rantala, T., and Ukko, J. (2025). Navigating the sustainable Industry 4.0 transformation in supply chains: a systematic review and future research agenda. *International Journal of Production Research*, 1-36.

Paul, J., Lim, W. M., O'Cass, A., Hao, A. W., and Bresciani, S. (2021). Scientific procedures and rationales for systematic literature reviews (SPAR-4-SLR). *International Journal of Consumer Studies*, *45*(4), O1-O16.

Phillips, M., Reed, J. B., Zwicky, D., and Van Epps, A. S. (2024). A scoping review of engineering education systematic reviews. *Journal of Engineering Education*, *113*(4), 818-837.

Polonsky, M. J. and Jevons, C. (2006) Understanding issue complexity when building a socially responsible brand. European business review. 18 (5), 340–349.

Poon, P. (2023) The effect of face on consumer responses to socially responsible hospitality brands: the role of consumption setting. Journal of hospitality and tourism insights (Online). 6 (5), 2595–2609.

Pope, S., and Kim, J. (2022). Where, when, and who: corporate social responsibility and brand value—A global panel study. *Business and Society*, *61*(6), 1631-1683.

Popoli, P. (2011) Linking CSR strategy and brand image: Different approaches in local and global markets. Marketing Theory 11 (4) p.419–433.

Prieto, L., Phipps, S. T., Robertson, M., and Reynolds, S. (2024). Strategic communication and corporate sustainability within global supply chains. *Strategy and Leadership*, *52*(2), 1-5.

Qureshi, M. A., Kirkerud, S., Theresa, K., and Ahsan, T. (2020). The impact of sustainability (environmental, social, and governance) disclosure and board diversity on firm value: The moderating role of industry sensitivity. *Business Strategy and the Environment*, *29*(3), 1199-1214.

Raj, R., Singh, A., Kumar, V., and Verma, P. (2024). Challenges in adopting blockchain technology in supply chain management: a too far fetched idea? *International Journal of Quality and Reliability Management*, *41*(8), 2146-2180.

Rajabalizadeh, J. (2024) Corporate culture's influence on the transparency of financial reporting in Iran: an in-depth analysis of readability and tone. Journal of applied accounting research. 26 (6), 47–85.

Rao, A., and Mattarelli, E. (2024). Reacting to the ambidexterity mandate: How experienced tensions and cognitive dissonance influence innovative behaviors in a global organization. *Strategic Organization*, *22*(2), 297-329.

Rego, L., Brady, M., Leone, R., Roberts, J., Srivastava, C., and Srivastava, R. (2022). Brand response to environmental turbulence: A framework and propositions for resistance, recovery and reinvention. *International Journal of Research in Marketing*, *39*(2), 583-602.

Renton, M. and Richard, J. E. (2019) Exploring brand governance in SMEs: does socialisation provide a means to value creation? *The Journal of Brand Management.* 26 (4), 461–472.

Robson, J., and Farquhar, J. D. (2021). Recovering the corporate brand: Lessons from an industry crisis. *European Journal of Marketing*, *55*(7), 1954-1978.

Sagar, M.,Singha, D., and Agrawal, D.P. (2009). Global brand's strategies for Ethical Brand Positioning in cross-cultural environment: an Indian context. International Journal of Business and Globalisation, 3(4), 374-400.

Saheb, T., Sidaoui, M., & Schmarzo, B. (2024). Convergence of artificial intelligence with social media: A bibliometric & qualitative analysis. *Telematics and Informatics Reports*, *14*, 100146.

Saifullah, M. K. (2024) Navigating the Cold Brand War: Strategies and Impacts. Available at SSRN 5065315.

Samli, A. C. and Fevrier, M. (2008) Achieving and Managing Global Brand Equity: A Critical Analysis. Journal of global marketing. 21 (3), 207–215.

Sands, S., & Ferraro, C. (2025). DEI rollbacks: Consequences and considerations for brand managers. *Business Horizons* (In Press)

Serenko, A. (2021). A structured literature review of scientometric research of the knowledge management discipline: a 2021 update. *Journal of knowledge management*, *25*(8), 1889-1925.

Sharma, S., Pablo, A. L., and Vredenburg, H. (1999). Corporate environmental responsiveness strategies: The importance of issue interpretation and organizational context. *The Journal of Applied Behavioral Science*, *35*(1), 87-108.

Shields, J. and Shelleman, J. M. (2015) INTEGRATING SUSTAINABILITY INTO SME STRATEGY. Journal of small business strategy. 25 (2), 59-.

Sathiyaseelan, A., Balasundaram, S., Zirkler, M., and Patangia, B. (2024). Innovative Leadership and Sustainable Development: Exploring Resource-Efficient Strategies Among Indian Managers. *Business Strategy and Development*, *7*(4), e70049.

Shao, W., Moffett, J. W., Quach, S., Surachartkumtonkun, J., Thaichon, P., Weaven, S. K., and Palmatier, R. W. (2022). Toward a theory of corporate apology: mechanisms, contingencies, and strategies. *European Journal of Marketing*, *56*(12), 3418-3452.

Sharma, U., Gupta, A., and Gupta, S. K. (2024). The pertinence of incorporating ESG ratings to make investment decisions: a quantitative analysis using machine learning. *Journal of Sustainable Finance and Investment*, *14*(1), 184-198.

Shrivastava, P., Ivanaj, S., and Persson, S. (2013). Transdisciplinary study of sustainable enterprise. *Business Strategy and the Environment*, *22*(4), 230-244.

Sipola, J., Saunila, M., and Ukko, J. (2023). Adopting artificial intelligence in sustainable business. *Journal of Cleaner Production*, *426*, 139197.

Siwiec, D., Gawlik, R. and Pacana, A. (2024). Sustainable design of products: Balancing quality, life cycle impact, and social responsibility. *Advances in Production Engineering and Management*, 19(4), 460-488.

Siano, A., Vollero, A., & Bertolini, A. (2022). From brand control to brand co-creation: An integrated framework of brand paradigms and emerging brand perspectives. *Journal of Business Research*, *152*, 372-386.

Sinha, A., and Jha, B. (2025). Future Trends in Social Sustainability in Manufacturing Supply Chains. In *Enhancing Social Sustainability in Manufacturing Supply Chains* (pp. 163-198). IGI Global Scientific Publishing.

Siaw, C. A. (2025). Marketing with a social conscience: strategic windows for aligning societal marketing with corporate identity. *Strategy and Leadership*, *53*(1), 84-102.

Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of business research*, *104*, 333-339.

Tjahjadi, B., & Soewarno, N. (2021). Do environmental performance and environmental management have a direct effect on firm value?. *The Journal of Asian Finance, Economics and Business*, *8*(1), 687-696.

Song, H. C. (2020). Sufficiency economy philosophy: Buddhism-based sustainability framework in Thailand. *Business Strategy and the Environment*, *29*(8), 2995-3005.

Suljic, V. (2025). Strategic leadership in AI-driven digital transformation: Ethical governance, innovation management, and sustainable practices for global enterprises and SMEs. *SBS Journal of Applied Business Research*, *13*(1), 17-35.

Sweetin, V. H., Knowles, L. L., Summey, J. H., and McQueen, K. S. (2013). Willingness-to-punish the corporate brand for corporate social irresponsibility. *Journal of Business Research*, *66*(10), 1822-1830.

Soysa, R. N. K., Pallegedara, A., Kumara, A. S., Jayasena, D. M., and Samaranayake, M. K. S. M. (2024). Construction of a sustainability reporting score index integrating sustainable development goals (SDGs). The case of Sri Lankan listed firms. *Journal of Asian Business and Economic Studies*, *31*(3), 190-202.

Steenkamp, J. B. (2014). How global brands create firm value: the 4V model. *International Marketing Review*, *31*(1), 5-29.

Steenkamp, J. B. E. (2020). Global brand building and management in the digital age. *Journal of International Marketing*, *28*(1), 13-27.

Stravinskienė, J., Matulevičienė, M., and Hopenienė, R. (2021). Impact of corporate reputation dimensions on consumer trust. *Engineering Economics*, *32*(2), 177-192.

Strome, T. (2024). Data governance best practices for the AI-ready airport. *Journal of Airport Management*, *19*(1), 57-70.

Suryawan, I. W. K., Gunawan, V. D., and Lee, C. H. (2025). The role of local adaptive capacity in marine ecotourism scenarios. *Tourism Management*, *107*, 105039.

Tahmasebi, M. (2024). Beyond defense: Proactive approaches to disaster recovery and threat intelligence in modern enterprises. *Journal of Information Security*, *15*(2), 106-133.

Thomas, R. (2025). Exploring Tomorrow: Evolution of Virtual Communities and Social Media. In *Building Power, Safety, and Trust in Virtual Communities* (pp. 333-358). IGI Global.

Torres, A., Bijmolt, T. H., Tribó, J. A., and Verhoef, P. (2012). Generating global brand equity through corporate social responsibility to key stakeholders. *International journal of research in marketing*, *29*(1), 13-24.

Tsagas, G. and Villiers, C. (2020) Why “Less is More” in Non-Financial Reporting Initiatives: Concrete Steps Towards Supporting Sustainability. *Accounting, economics, and law*. 10 (2), .

Treepongkaruna, S. (2024). Corporate sustainability and biodiversity reporting: A proactive business strategy to mitigate litigation and reputational risks. *Business Strategy and the Environment*, *33*(7), 6640-6651.

Tripathy, P. (2025). Food brand cultivation. In *Innovative Trends Shaping Food Marketing and Consumption* (pp. 243-260). IGI Global Scientific Publishing.

Ullah S, Ahmad T, Shahzad K, Kukreti M, Shaukat MR, Sami A (2025;), "Integrating mindful organizing and organizational learning to enhance sustainability performance of exporting firms". *The Learning Organization: An International Journal*, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/TLO-02-2024-0043

Von Wallpach, S., Voyer, B., Kastanakis, M., and Mühlbacher, H. (2017). Co-creating stakeholder and brand identities: Introduction to the special section. *Journal of Business Research*, *70*, 395-398.

Vrontis, D. (2003). Integrating adaptation and standardisation in international marketing: the AdaptStand modelling process. *Journal of Marketing Management*, *19*(3-4), 283-305.

Vrontis, D. (2024). Unveiling the controversies of brand identity management. *Industrial Marketing Management*, *121*, 179-197.

Walter, S. (2024). Harmonising humans and technology: Exploring the dynamics of cognitive production, artificial intelligence and social communication in cybernetic systems. *Open Research Europe*, *4*(201), 201.

Wang, J. (2022). Global Branding: A Research Review. *Oxford Research Encyclopedia of Communication*.

Werther Jr, W. B., & Chandler, D. (2005). Strategic corporate social responsibility as global brand insurance. *Business horizons*, *48*(4), 317-324.

Wilhelm, M., Bhakoo, V., Soundararajan, V., Crane, A., & Kadfak, A. (2025). Beyond compliance-based governance: The role of social intermediaries in mitigating forced labour in global supply chains. *Production and Operations Management*, *34*(5), 1094-1113.

Williams, A., Whiteman, G., and Parker, J. N. (2019). Backstage interorganizational collaboration: Corporate endorsement of the sustainable development goals. *Academy of Management Discoveries*, *5*(4), 367-395.

Whittingham, K. L., Earle, A. G., Leyva-de la Hiz, D. I., and Argiolas, A. (2023). The impact of the United Nations Sustainable Development Goals on corporate sustainability reporting. *BRQ Business Research Quarterly*, *26*(1), 45-61.

Wong, C. W., Wong, C. Y., Boon-Itt, S., & Tang, A. K. (2021). Strategies for building environmental transparency and accountability. *Sustainability*, *13*(16), 9116.

Wu, L., Liu, S., Qi, L., and Lin, D. (2025). Mandatory disclosure and corporate ESG performance: Evidence from China's “explanation for nondisclosure” requirement. *Corporate Social Responsibility and Environmental Management*, *32*(1), 176-191.

Yannopoulou, N., Chandrasapth, K., Bian, X., Jin, B., Gupta, S., & Liu, M. J. (2024). How disinformation affects sales: examining the advertising campaign of a socially responsible brand. *Journal of Business Research*, *182*, 114789.

You, L., & Hon, L. C. (2021). Testing the effects of reputation, value congruence and brand identity on word-of-mouth intentions. *Journal of Communication Management*, *25*(2), 160-181.

Yu, J., Kim, S., Chiriko, A. Y., Moon, H. G., Choi, H., and Han, H. (2024). Environmental, social, and governance (ESG) in the hotel industry: a strategy for brand management, brand tribalism, and brand choice. *Journal of Travel and Tourism Marketing*, *41*(9), 1226-1243.

Yuefei, Z., Teo, P., & Baskaran, S. (2024). Maximizing Global Brands Impact through Social Media Marketing. *International Journal of Academic Research in Business and Social Sciences*, *14*(10).

Zada, M., Khan, S., Mehmood, S., & Contreras-Barraza, N. (2024). Generative artificial intelligence in FinTech: Applications, environmental, social, and governance considerations, and organizational performance: The moderating role of ethical dilemmas. *Oeconomia Copernicana*, *15*(4).

Zhao, J., & Gómez Fariñas, B. (2023). Artificial intelligence and sustainable decisions. *European Business Organization Law Review*, *24*(1), 1-39.

Zhao, S., Peerally, J. A., De Fuentes, C., and Gonzalez-Perez, M. A. (2024). The determinants of multinational enterprises' sustainable innovations. *International Business Review*, *33*(5), 102318.

Zou, R., Hua, M., Gursoy, D., and Guan, J. (2025). Can the match between social media influencer’s accent and brand personality shape brand attitudes? A stereotype theory and the construal level theory perspective. *Journal of Hospitality and Tourism Research*, *49*(6), 1125-1140.