

## Advertising Agencies in the Communication Adaptation of International Brands to Local Conditions of Target Markets

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**ABSTRACT.** This article examines the role of advertising agencies in the process of adapting international brands to the local conditions of target markets. The relevance of the topic is driven by the deepening of globalization processes, the digital transformation of the communication environment, the growth of cultural differentiation among consumer audiences, and the increasing complexity of mechanisms for brand interaction with local markets. It is argued that in today's environment, advertising agencies act not only as executors of communication campaigns but also as strategic partners of brands, ensuring the alignment of global brand identity with the local relevance of marketing messages. The paper reveals the essence and evolution of advertising agencies within the international marketing system and describes the transformation of their functions from intermediary structures to full-service agencies and specialized communication entities. Conceptual approaches to the standardization and adaptation of international brands' marketing communications are summarized, and it is demonstrated that none of these strategies is universally effective. It has been established that standardization ensures brand integrity, cost savings, and economies of scale, while adaptation contributes to increasing the relevance of communications, boosting consumer trust, and accounting for the cultural, linguistic, and behavioral characteristics of the local environment. Particular attention is paid to analyzing the practices of adapting international brands' communication policies in the work of advertising agencies. It has been determined that the key tools of this process are data analytics, artificial intelligence technologies, translation and transcreation, the use of local media and influencers, as well as the flexible configuration of communication channels. Based on a synthesis of successful case studies of international brands, it is demonstrated that the effectiveness of advertising campaigns largely depends on the ability to combine a global brand idea with locally adapted mechanisms for its implementation. It is argued that contemporary global trends, particularly digitalization, personalization, omnichannel approaches, and the development of new content formats, shape a hybrid model of communication policy, within which the strategic core of the brand is standardized, while adaptation is

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IEP, No. 44 (2026) pp. 95–111.

Received on: March 29, 2026. Accepted for publication: April 24, 2026. Published: May 29, 2026.

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ISSN (English edition) 1811-9832/2026/No. 1 (44)

ISSN (online) 1812-0660/2026/No. 1 (44)



used as a tool to enhance the effectiveness and cultural relevance of brand messages in local markets. It is concluded that advertising agencies are key institutional intermediaries in the process of integrating the global and local dimensions of international brands' communication activities.

KEYWORDS: advertising agencies, international brands, marketing communications, communication policy, adaptation, standardization, localization, digitalization, international marketing.

## Introduction

The current stage of the global economy's development is characterized by the intensification of globalization processes, the acceleration of digital transformation, and the deepening integration of national markets into a single communication and economic space. Under these conditions, information and communication technologies have become an integral part of how economic systems function, ensuring continuous access to information, rapid dissemination, and new formats of interaction between producers, intermediaries, and consumers. In such an environment, international brands face the need to simultaneously preserve the integrity of their global identity and ensure communicative relevance in local markets that differ in terms of sociocultural, economic, and regulatory parameters. Consequently, the role of advertising agencies as institutional intermediaries that ensure the adaptation of marketing communications to the specifics of the target environment takes on particular significance. It is they who play a key role in shaping mechanisms for aligning global brand strategy with local requirements, consumption practices, and the characteristics of the regulatory landscape.

The scientific examination of the issues of standardization and adaptation of marketing communications occupies an important place in the structure of contemporary research on international marketing, advertising, and intercultural communication. A significant contribution to the development of this field has been made in the works of foreign and domestic scholars, among whom the studies by M. de Muij<sup>3</sup>, I. Tannenbaum<sup>4</sup>, T.M. Tsygankova<sup>5</sup>, and T.V. Voronkov-Nevidnycha et al.<sup>6</sup> are of particular importance. Their scientific works demonstrate that a society's cultural parameters, value system, norms of social interaction, and consumer behavioral patterns shape the specific nature of the perception of advertising messages and, accordingly, determine the level of effectiveness of international brands' communication policies. In this regard, the adaptation of marketing communications emerges not only as a tac-

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<sup>3</sup> de Mooij, Marieke. «*The Hofstede Model: Applications to Global Branding and Advertising Strategy and Research.*» 2010. DOI: 10.2501/S026504870920104X

<sup>4</sup> Schultz, Don E., Stanley I. Tannenbaum, and Robert F. Lauterborn. *Integrated Marketing Communications*. Lincolnwood, IL: NTC Business Books, 1993.

<sup>5</sup> Tsygankova, T., and Savina, Ye. Features of the World Trade Organization's Communication Policy. *International Economic Policy*, No. 42. Pp. 59–88. DOI: <https://doi.org/10.33111/iep.2025.42.03>

<sup>6</sup> Voronkov-Nevidnycha, T. V., Yu. P. Kalyuzhna, and V. D. Khurdey. 2020. *Advertising and Advertising Activities: A Textbook*. Accessed January 28, 2026. <https://www.scribd.com/document/732469006>

tical tool for improving market performance but also as a strategic condition for ensuring brand relevance in a multicultural global environment.

Despite significant scholarly contributions in the fields of international marketing, advertising, and intercultural communication, a number of aspects of the problem of communication adaptation for international brands remain insufficiently explored. In particular, the role of advertising agencies as strategic intermediaries between global brand strategy and the local conditions of target markets is not sufficiently systematized in the current literature. Most studies focus primarily on the dichotomy of standardization and adaptation in marketing communications, while the organizational, functional, and instrumental mechanisms for implementing adaptation practices in the activities of advertising agencies are covered only fragmentarily. Furthermore, the impact of digitalization, personalization, data analytics, and new communication formats on the transformation of advertising agencies' roles in the localization of brand messages requires further scholarly examination. It is also insufficiently explored how the combination of strategic standardization of the brand core with tactical adaptation of communications ensures the effectiveness of international brands in a multicultural environment. It is precisely these circumstances that determine the relevance of further research on this issue.

*The purpose* of this article is to provide a theoretical synthesis and analytical understanding of the role of advertising agencies in the communicative adaptation of international brands to the local conditions of target markets amid digitalization, the transformation of the media environment, and the increasing complexity of global marketing communications. In accordance with the stated objective, the article addresses the following tasks: to examine the evolution and functional role of advertising agencies in the international marketing system; to summarize conceptual approaches to the standardization and adaptation of international brands' marketing communications; to analyze the tools and practices for adapting brand messages to the local conditions of target markets; to substantiate the impact of contemporary global trends in the development of advertising communications on the transformation of the relationship between standardization and adaptation of brand messages.

The following methods were used in the research: the method of scientific generalization—to systematize theoretical approaches to the standardization and adaptation of international brands' marketing communications; the historical-logical method—to study the evolution of advertising agencies within the international marketing system; analysis and synthesis—to identify the functional role of advertising agencies in the process of brand communication adaptation; the comparative method—to compare the advantages and limitations of standardization and adaptation strategies; case study method — to summarize practices in implementing adapted advertising campaigns for international brands; systems analysis method — to substantiate the impact of contemporary global trends in the development of advertising communications on the transformation of the relationship between standardization and adaptation.

## The nature and evolution of advertising agencies in the international marketing system

In the modern economy, advertising activities are, in the vast majority of cases, carried out not directly by companies but through specialized professional structures—advertising agencies—which concentrate professional expertise in the areas of strategic planning, creative development, media planning, and production<sup>7</sup>. In the academic literature, an advertising agency is defined as an independent organization that brings together representatives of the creative professions and the business community and specializes in the development, preparation, and implementation of advertising plans, advertisements, and other promotional materials<sup>8</sup>. At the same time, there is also a common approach in which an advertising agency is viewed as an independent service company that, on behalf of clients, develops and places advertising messages on various media platforms with the aim of promoting goods and services to potential consumers<sup>9</sup>.

The historical origins of advertising agencies show that the institutionalization of advertising intermediation began as early as the late 18th century. According to a number of sources, the first advertising agency was founded in 1786 by William Taylor in London<sup>10</sup>. In the United States, the agency business emerged somewhat later and is associated with the activities of Wolney B. Palmer in Philadelphia. However, information sources cite different dates for the founding of his agency—1841 or 1850. Palmer's agency focused primarily on organizing newspaper advertising and receiving commission-based compensation for services rendered. It was precisely this commission-based payment model that later became one of the conceptual foundations for the operation of modern advertising agencies.

An important stage in the evolution of the agency business was the introduction in 1875 by the agency N.W. Ayer & Son of a new format of cooperation known as the «open contract,» which became a turning point in the transformation of the role and business model of advertising agencies. Its essence lay in the fact that the agency began to act primarily in the interests of the advertiser, rather than the media publisher; it negotiated the most favorable rates for ad placement on behalf of the client; and the payment system was based on the actual cost of media placement plus a fixed commission, which later became institutionalized as an industry standard at around 15 per cent. This model helped align the economic interests of the agency and the client, as growth in advertising investment directly led to an increase in the agency's commission. This, in turn, created a genuine incentive for the agency to improve the quality of advertising materials and the effectiveness of communication activities. The shift

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<sup>7</sup> Belch, George E., and Michael A. Belch. *Advertising and Promotion: An Integrated Marketing Communications Perspective*. 6th ed. New York: McGraw-Hill, 2003.

<sup>8</sup> Voronkov-Nevidnycha, T. V., Yu. P. Kalyuzhna, and V. D. Khurdey. *Advertising and Advertising Activities: A Textbook*. 2020. URL: <https://www.scribd.com/document/732469006>

<sup>9</sup> ScienceDirect. «Advertising Agency.» Accessed February 15, 2026. <https://www.sciencedirect.com/topics/computer-science/advertising-agency>

<sup>10</sup> Hafferri. n.d. «History of Advertising Agencies.» Accessed February 10, 2026. <https://www.hafferri.com/blog/history-of-advertising-agencies/>

toward a client-centric approach necessitated an expansion of the range of services offered, leading N.W. Ayer & Son to gradually transform into a full-service agency. In particular, in 1880 the company hired its first full-time copywriter, and in 1898—its first art director. It was during this period that the foundations of the full-service agency model were laid, integrating strategic planning, creative development, and media placement within a single organizational center<sup>11</sup>.

The further development of advertising agencies was closely linked to the processes of business internationalization in the post-war period. After World War II, large multinational corporations, including Coca-Cola, Unilever, and Procter & Gamble, intensified their expansion into foreign markets, which created a need for comprehensive global communication strategies. In response to these changes, advertising agencies were forced to expand their geographic presence by opening offices in key global hubs such as London, Tokyo, and São Paulo. This led to a massive wave of mergers and acquisitions in the 1970s–1990s, resulting in the formation of large international holding companies that still hold dominant positions in the global advertising market today. These include, first and foremost, WPP, Omnicom, Publicis Groupe, and Interpublic Group (IPG), which consolidated hundreds of agencies under their management, creating extensive global networks of advertising services<sup>12</sup>.

The further evolution of the advertising business was directly linked to the emergence of radio and television advertising, as well as the widespread proliferation of consumer culture in the 20th century. It was at this stage that advertising agencies gradually transformed into full-service agencies, capable of providing comprehensive management of a client's advertising activities. Consequently, a full-service advertising agency should be defined as an organization that provides clients with an integrated set of services for the planning, development, implementation, and evaluation of advertising campaigns and related communication activities.

A full-service agency is a complex organizational system whose operation is based on the interaction of a number of specialized departments. Its effectiveness is ensured by a clear division of functions among individual departments, each of which performs a specific set of professional tasks. All structural units of such an agency function as a single coordinating mechanism—from developing a strategic brand vision and conducting consumer research to creating a creative product, its media placement, and monitoring internal operational processes. It is precisely this integrated organizational model that enables a comprehensive approach to managing the client's marketing communications.

The typical range of services offered by a full-service agency includes market and target audience analysis, development of a communication strategy, creation of creative concepts, production of advertising materials, media planning and media buying, cam-

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<sup>11</sup> Jamal, Zahid, and Iqbal Khan. 2024. «The Role of Advertising in Global Integrated Marketing Communications.» *Journal of Policy Options* 7 (3): 47–53. Accessed January 15, 2026. <https://resdojournals.com/index.php/jpo/article/view/382>

<sup>12</sup> «The Evolution of Advertising Agencies: From Space Brokers to Creative Powerhouses.» 2025. Accessed February 3, 2026. <https://www.advertising-and-public-relations/evolution-advertising-agencies>

campaign management across traditional and digital communication channels, as well as analytical evaluation of results followed by recommendations for optimizing communication activities. Thus, a full-service agency acts as an integrator of various elements of the advertising process, ensuring their strategic alignment and operational integrity.

At the same time, the development of the advertising industry has shown that even with the presence of full-service agencies, the market requires deeper and more specialized expertise in specific areas of communication activities. The increasing complexity of the media landscape, the growing number of channels for consumer interaction, the technological diversification of promotional tools, and rising client demands for the quality and precision of communication solutions have driven the active emergence of specialized advertising agencies. Their activities focus on specific functional segments of the advertising process or on certain marketing communication tools.

Specialized agencies should be viewed as organizations that provide professional services in specific segments of advertising, ensuring high-quality task execution thanks to deep subject-matter expertise. Unlike full-service agencies, they do not cover the entire range of stages in an advertising campaign but focus on specific areas, complementing, reinforcing, or partially implementing the brand's overall communication strategy. Each type of such agency performs a distinct function within the marketing communications system and is responsible for carrying out specific tasks necessary to achieve the brand's strategic goals (Table 1).

*Table 1*

**TYPES OF SPECIALIZED AGENCIES AND THEIR SCOPE OF WORK**

Type of agency	Task
Creative agency	Responsible for developing ideas, creative concepts, visual and verbal solutions, shaping the brand narrative, and defining the tone of communication.
Media agency	specializes in media planning, media buying, budget optimization, data analysis, and evaluating the effectiveness of placements across various channels.
A boutique agency	specializes in providing highly personalized, custom solutions for a limited circle of clients, emphasizing deep expertise, creative quality, and the team's personal commitment.
BTL agency	focuses on non-standard forms of promotion: promotional campaigns, events, trade marketing activities, and direct interaction with consumers.
PR agency	Builds and maintains brand reputation, fosters relationships with the media, thought leaders, and other stakeholders, and manages crisis communications.
Digital and performance agencies	execute campaigns in the online environment, are responsible for contextual and targeted advertising, SEO, SMM, analytics, and achieving measurable business results.

*Source:* compiled by the authors.

Thus, the combination of full-service agencies and specialized advertising structures should be viewed as an objective consequence of the increasing complexity of the modern communication environment and the diversification of market interaction tools. This model of organizing the advertising business creates an opportunity for brands to combine the advantages of comprehensive strategic management with the specialized professional expertise required to execute specific communication tasks. This, in turn, improves the coordination of marketing activities, ensures greater adaptability of communication solutions to the dynamic market environment, and enhances the overall effectiveness of marketing communications.

### **Conceptual approaches to the standardization and adaptation of international brand communications**

The relationship between standardization and adaptation in marketing communications has a long history of scholarly inquiry. As Vronic and Vignali note, the discussion on this topic dates back to 1961, when Elinder first raised the issue of cross-border advertising. Throughout the 1960s, this concept was further developed in the works of Rustall and Fatt, and later R. Busell expanded the scope of the academic discussion by arguing for the possibility of standardizing not only promotion but the entire marketing mix. C. Prahalad and Y. Doz<sup>13</sup> also made a significant contribution to the study of factors determining the behavior of international corporations in a global environment. In G. Magnani's work<sup>14</sup>, standardization is considered one of the most common approaches to forming the marketing mix (4Ps) in foreign markets. The author emphasizes that within this approach, a company applies similar principles regarding product, price, distribution channels, and promotion across different countries, which enables multinational corporations to reduce costs, conserve resources, and strengthen their competitive positions in the global market. At the same time, J. Magnani, drawing on the works of A. Lim, M. Asito, P. Ruzetski, S. Zou<sup>15</sup> and S. Cavusgil<sup>16</sup>, among other researchers, highlights the limitations of fully standardizing all elements of the marketing mix due to cultural, political, and economic differences between countries. In this regard, the author substantiates the conclusion that an effective international marketing strategy must combine standardized approaches with the adaptation of individual elements of the marketing mix to the specifics of the target market.

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<sup>13</sup> Prahalad, C. K., and Yves L. Doz. *The Multinational Mission: Balancing Local Demands and Global Vision*. New York: Free Press, 1987.

<sup>14</sup> Magnani, Giovanni. «Marketing in Culturally Distant Countries.» 2022. In *International Series in Advanced Management Studies*. [https://www.doi.org/10.1007/978-3-031-04832-6\\_1](https://www.doi.org/10.1007/978-3-031-04832-6_1)

<sup>15</sup> Cavusgil, S. Tamer, and Shaoming Zou. «Marketing Strategy-Performance Relationship: An Investigation of the Empirical Link in Export Market Ventures.» *Journal of Marketing* 58, no. 1 (1994): 1–21. <https://www.doi.org/10.1177/002224299405800101>

<sup>16</sup> Zou, Shaoming, and S. Tamer Cavusgil. «The GMS: A Broad Conceptualization of Global Marketing Strategy and Its Effect on Firm Performance.» *Journal of Marketing* 66, no. 4 (2002): 40–56. <https://www.doi.org/10.1509/jmkg.66.4.40.18519>

R. Buzzell's work<sup>17</sup> made one of the earliest significant contributions to the development of scientific concepts regarding cross-border advertising and multinational marketing. The researcher focused on the problem of how marketing strategies function across multiple national markets simultaneously. As a result, he demonstrated that adapting advertising strategies to local conditions ensures greater effectiveness in attracting consumer audiences in individual countries. This conclusion became an important theoretical basis for the establishment of the localization approach in international marketing, which subsequently gained practical application in the activities of transnational corporations<sup>18</sup> (Table 2).

Table 2

**COMPARATIVE CHARACTERISTICS OF THE ADVANTAGES  
AND DISADVANTAGES OF STANDARDIZATION OR ADAPTATION  
OF INTERNATIONAL MARKETING COMMUNICATIONS**

Approach	Advantages	Disadvantages and Risks
Standardization of communications	Cost savings	Ignoring cultural differences
	Brand consistency	Risk of communication errors
	Ease of management	Limited sensitivity to local context
	Rapid scaling of successful solutions	Low flexibility
	Strengthening of global identity	Potential decrease in effectiveness
Adaptation of communications	Greater relevance for local consumers	Increased costs
	Flexibility and market responsiveness	Risk of brand dilution
	Better results in markets with significant cultural differences	Management complexity
	Higher level of brand trust	Risk of inconsistent messaging
	Opportunity to test local innovations	Risk of losing economies of scale

Source: compiled by the authors based on<sup>19, 20</sup>.

<sup>17</sup> Buzzell, Robert D. «Can You Standardize Multinational Marketing?» *Harvard Business Review* 46, no. 6 (November–December 1968): 102–113.

<sup>18</sup> Jamal, Zahid, and Iqbal Khan. 2024. «The Role of Advertising in Global Integrated Marketing Communications.» *Journal of Policy Options* 7 (3): 47–53. Accessed January 15, 2026. <https://resdojournals.com/index.php/jpo/article/view/382>

<sup>19</sup> Magnani, Giovanni. «Marketing in Culturally Distant Countries.» 2022. In *International Series in Advanced Management Studies*. [https://www.doi.org/10.1007/978-3-031-04832-6\\_1](https://www.doi.org/10.1007/978-3-031-04832-6_1)

<sup>20</sup> Özbakır, Umut M. «Globalization and Marketing Strategies.» 2020. Accessed February 15, 2026. <https://www.researchgate.net/publication/349557930>

An analysis of standardization and adaptation approaches in international marketing shows that neither is universally effective for all companies and markets. Standardization provides cost savings, economies of scale, and global brand consistency, but may reduce sensitivity to local needs and cultural differences. Adaptation, conversely, increases the relevance of marketing decisions for a specific market, but requires greater resources and complicates the coordination of international operations. As G. Magnani notes<sup>21</sup>, the results of empirical studies on the advantages of these strategies remain inconclusive, which justifies a combined approach based on the principle of «think globally—act locally.»

### **Specifics of implementing adaptive practices in the communication policy of international brands**

In the system of modern marketing communications, an advertising agency acts as a strategic entity that not only implements communication campaigns but also directly participates in shaping the strategy for adapting branded messages to the conditions of different countries. Its activities involve analyzing local markets and developing adapted communication concepts that take into account the linguistic, cultural, religious, and behavioral characteristics of the target audience. In this context, the key functions of an advertising agency include researching the local market and consumer behavior patterns, creating localized communication concepts, adapting creative content to consumers' cultural expectations, selecting effective media channels, as well as monitoring and adjusting the results of implemented campaigns.

Given the multi-layered nature of communication localization, advertising agencies use a comprehensive toolkit that integrates strategic, technological, and creative components. Effectively adapting international brands' messages requires not only a deep understanding of the cultural context but also the use of modern analytical and communication solutions capable of ensuring the relevance and effectiveness of engagement with the local audience. Key tools in this process include data analytics and artificial intelligence technologies, translation and transcreation as forms of culturally sensitive content interpretation, as well as the use of local media and influencers as channels that strengthen the brand's connection with consumers.

Thus, an advertising agency acts as a strategic partner to the brand, ensuring the integrity of its identity while achieving local relevance in its communications. It is precisely this professionally executed adaptation of messages that makes it possible to avoid cultural missteps, build consumer trust, and strengthen the brand's competitive position in various markets. One of the most sensitive tools of localization is the

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<sup>21</sup> Magnani, Giovanni. «Marketing in Culturally Distant Countries.» 2022. In *International Series in Advanced Management Studies*. [https://www.doi.org/10.1007/978-3-031-04832-6\\_1](https://www.doi.org/10.1007/978-3-031-04832-6_1)

translation of advertising messages, which in international marketing communications is not limited to a literal reproduction of the text, but involves taking into account linguistic norms, cultural associations, emotional nuances, and the social context of perception<sup>22</sup>. In this context, an advertising agency ensures the semantic and cultural relevance of the message by aligning the brand's global content with the local nuances of its reception. Practice in the international advertising market shows that it is precisely this comprehensive approach to localization that creates the conditions for the successful implementation of communication campaigns in different countries. With this in mind, it is advisable to analyze successful case studies of international brands that demonstrate effective approaches to adapting advertising communications to the local environment.

Table

## EXAMPLES OF SUCCESSFULLY ADAPTED ADVERTISING CAMPAIGNS

Brand / Campaign	Agency / launch year	Key campaign idea	Localization mechanisms	Key results and effects
Coca-Cola «Share a Coke»	Ogilvy (WPP) 2011	Brand personalization through names	Adapting names to local cultures	Launched in over 80 countries; 500,000+ photos with the hashtag
McDonald's «I'm Lovin' It»	Heye & Partner DDB Worldwide Since 2003	Development of a universal global brand slogan	Content localization and menu adaptation	One of the most famous slogans in the world
Nike «Da Da Ding»	Wieden+ Kennedy India 2016	Empowering women through sports	Use of local influencers; retention of the global slogan	Over 7 million views on YouTube
A Piece of Me	Dentsu Creative Amsterdam 2024	Raise awareness among young people about the issue of online shaming	A campaign centered around a song by a popular Dutch singer	33+ million views and 7 million streams on Spotify.
Be Brave Like Ukraine	Carat Ukraine + Posterscope Ukraine 2022	Promote the image of the Ukrainian nation on a global scale.	A clear and understandable slogan for the whole world	Coverage in 22 countries Used 13,000+ screens

Source: compiled by the authors

<sup>22</sup> Aksoy, Rukiye. 2024. «Transcreation of Advertisements as Narratives.» *Journal of Narrative and Language Studies* 12 (26). <https://www.doi.org/10.59045/nalans.2024.67>

The examples of advertising campaigns cited demonstrate that the effectiveness of international brands' communication strategies depends largely on their ability to combine a global brand concept with relevant mechanisms for local adaptation. In particular, Coca-Cola's «Share a Coke» campaign, McDonald's «I'm Lovin' It,» and Nike's «Da Da Ding» demonstrate that personalization, content localization, and the incorporation of local cultural codes and influencers make it possible to strengthen the brand's emotional connection with consumers without compromising the integrity of the global communication platform. At the same time, the «*A Piece of Me*» and «*Be Brave Like Ukraine*» campaigns highlight the growing role of socially meaningful messages in international advertising, where adaptation is based not only on linguistic or visual elements but also on consideration of the social context, current audience sentiments, and symbolic imagery that resonates within a specific environment. Thus, the successful practices of international brands confirm that local adaptation is not a secondary but a strategically necessary element of advertising activities, ensuring broader reach, higher audience engagement, and enhanced brand influence across various markets.

### **Global transformations in advertising communications in the context of standardization and adaptation of brand messages**

Media globalization and the rapid digitization of communications have created a paradox for international brands: on the one hand, brand unity is essential (consistency in values, positioning, visual assets, and tone); on the other hand, local relevance is required (language, cultural codes, legal restrictions, local platforms, and media consumption). With digital advertising dominating many markets and the growing role of algorithms and data in ad placement, brands are increasingly facing heightened risks: lack of transparency in targeting, regulatory requirements for personal data, and issues of ethics and consumer trust<sup>23</sup>.

Digitalization, personalization, omnichannel approaches, and the development of new communication formats are not only transforming marketing tools but also redefining the very logic of creating and scaling advertising messages in a global environment.

First, the digitalization of advertising communications significantly enhances opportunities for standardization at the strategic level. Global digital platforms (Google, Meta, TikTok, YouTube) allow brands to convey a unified positioning, visual identity, and key values across different markets simultaneously. At the same time, the digital environment requires adaptation at the tactical level—specifically taking into account local languages, content formats, popular platforms, and media consumption

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<sup>23</sup> OECD. *Online Advertising: Trends, Benefits and Risks for Consumers*. OECD Digital Economy Papers, no. 272. 2019. Accessed December 15, 2025. <https://www.oecd.org/digital/online-advertising-trends-benefits-and-risks-for-consumers.pdf>

patterns. Thus, digitalization does not eliminate the need for adaptation but shifts it from the «idea» level to the «implementation» level.

Second, personalization and data analytics significantly undermine the logic of complete standardization. The use of artificial intelligence and big data allows brands to segment their audience not only by geography but also by behavioral, psychographic, and contextual characteristics. As a result, even within a single market, different versions of a single brand message can coexist. This forms a new model—mass customization—in which a globally standardized idea is adapted to specific audience micro-segments.

*Table 4*

**THE IMPACT OF GLOBAL TRENDS IN THE TRANSFORMATION  
OF ADVERTISING COMMUNICATIONS ON THE APPLICATION  
OF STANDARDIZATION AND ADAPTATION STRATEGIES**

Global Trend	Impact on the standardization of brand messages	Impact on the adaptation of brand messages
Digitalization and the growing role of digital channels	Enables standardization of the brand's strategic core: positioning, visual identity, and key messages across global platforms	Requires adapting content to local platforms, languages, formats, and media consumption models
Personalization and data analytics	Supports the standardization of overall communication logic and brand values	Facilitates deep adaptation of messages to audience micro-segments and individual behavioral patterns
Omnichannel and integrated communications	Emphasizes the need for a unified, consistent brand message across all channels	Requires adapting content to the specifics of each channel and touchpoint
New content formats (video, interactive, influencers)	Has a limited impact on standardization—a unified creative concept or brand narrative is maintained	Requires cultural, linguistic, and format adaptation, particularly through local influencers and trans-creation
Rethinking traditional tools (DOOH, AR, VR)	Allows for the standardization of technological solutions and visual concepts	Requires adaptation of usage scenarios and the context of interaction with the local audience
Social responsibility and ethical communication	Standardization of global brand values (sustainability, inclusion, responsibility)	Adapting presentation formats to align with the market's cultural, social, and moral norms
Personal data privacy and regulatory restrictions	Partially restricts standardized approaches to data collection and use	Requires mandatory adaptation of communications and targeting in accordance with local legislation

*Source:* compiled by the authors

Third, omnichannel and integrated marketing communications reinforce the need for standardization of the brand's core. Consistency of messages across different channels requires a unified communication logic, tone, and value orientation. At the same time, each channel has its own technical limitations, formats, and audience expectations, which necessitates content adaptation. In this context, adaptation does not contradict standardization but serves as a tool for its effective implementation.

Fourth, the development of new content formats and influencer marketing significantly amplifies the importance of local adaptation. Although a brand may retain a global creative concept, its implementation through local influencers, short video formats, or interactive tools requires consideration of the cultural codes, humor, social norms, and values of a specific audience. In such conditions, the importance of transcreation as an intermediate approach between standardization and adaptation is growing.

Thus, contemporary global trends do not favor the dominance of any of the classic strategies—neither full standardization nor full adaptation. Instead, they form a hybrid model in which the strategic core of the brand (values, positioning, identity) is standardized, while adaptation is used as a tool to enhance relevance, effectiveness, and trust in local markets.

This study has a number of limitations that must be taken into account when interpreting the results. The study focuses on generalizing global trends in the development of advertising communications and the activities of advertising agencies, which involves a certain level of abstraction from the specifics of individual national markets, industries, and product categories. Given the significant cultural, economic, and institutional differences in the international environment, the results cannot be directly extrapolated to all markets without considering their local characteristics. Furthermore, the dynamic nature of the digital environment, the rapid development of artificial intelligence technologies, and the transformation of media platforms may lead to rapid changes in the operating conditions of advertising agencies, which limits the long-term stability of the conclusions drawn.

Future research should focus on an in-depth analysis of the organizational and institutional aspects of implementing communication adaptation for international brands. In particular, an important area of research is the effectiveness of collaboration between global advertising holding companies and local agencies, as well as the impact of various models of cooperation on the quality, consistency, and effectiveness of brand message adaptation. In this context, particular importance is attached to studying the mechanisms of coordination between global and local levels of communications management, the distribution of functions and responsibilities, as well as the role of local expertise in ensuring the cultural relevance of advertising strategies.

A second promising area is the analysis of how regulatory restrictions, ethical standards, and personal data protection requirements shape the development and implementation of international advertising strategies. The strengthening of regulatory oversight in the field of digital communications, particularly regarding the use of personal data and targeted advertising, is significantly transforming approaches to adapt-

ing marketing messages across different countries. In this regard, it is advisable to conduct comparative studies aimed at identifying differences in communication adaptation practices depending on the level of development of the digital economy, the institutional environment, and the regulatory policies of individual countries.

## Conclusions

The study found that amid deepening globalization, digital transformation, and the growing complexity of the international communication environment, advertising agencies are becoming not merely operational but primarily strategic actors in shaping and implementing adaptive communication policies for international brands. Their role extends beyond the technical support of advertising campaigns and encompasses functions of analytical mediation, cultural interpretation, semantic harmonization, and coordination of multi-level communication solutions in various national environments. It is the advertising agency in the modern model of international marketing that ensures the link between the global brand strategy and local market specifics, transforming the adaptation of communications from a purely tactical tool into a component of strategic brand management.

It is argued that the evolution of advertising agencies from intermediary structures focused on media placement to full-service agencies and specialized communication structures reflects the general logic of the advertising market's increasing complexity and the deepening of functional specialization within the marketing communications system. The emergence of full-service agencies was a response to the need for integrated management of brand messages, while the rise of specialized agencies was a natural reaction to the fragmentation of communication channels, the digitalization of the environment, and growing demands for precision, flexibility, and technological sophistication in advertising solutions. Thus, the modern model of the advertising business is polycentric in nature and is based on a combination of strategic integration and functional differentiation.

It has been demonstrated that the issue of balancing standardization and adaptation in marketing communications retains its scientific and practical relevance, as neither of these approaches can be considered universally effective in all market situations. Standardization ensures the integrity of global brand identity, economies of scale, simplified coordination, and faster replication of successful communication solutions. At the same time, its excessive use creates risks of ignoring cultural distance, weakening the relevance of the message, and causing communication errors in the local environment. Adaptation, on the other hand, increases the brand's cultural sensitivity, strengthens the target audience's trust, and facilitates a more precise consideration of the market's social, linguistic, and behavioral characteristics, but requires greater financial, organizational, and managerial resources. In this regard, the most productive approach is not a binary opposition of these strategies, but their integration within a hybrid communication model.

It has been established that, in today's environment, the principle of «think globally—act locally» most fully reflects the logic of effective communication by international brands. Within this approach, the strategic core of the brand—its values, positioning, core brand narrative, visual identity, and overall communication logic—is subject to standardization, while adaptation involves tailoring the message's linguistic, cultural, media, format, and behavioral aspects to the parameters of a specific market. This approach makes it possible to combine the advantages of global brand recognition with the requirements of local relevance, which is a decisive condition for effective interaction with consumers in a multicultural environment.

It has been established that the key area of practical implementation of advertising agencies' adaptation function is the localization of branded messages, which is multi-layered in nature and cannot be reduced to a simple translation of advertising text. Effective localization requires consideration of linguistic norms, symbolic codes, cultural associations, emotional nuances, social sensitivities, religious restrictions, and models of consumer perception. In this context, the advertising agency serves as the guarantor of the brand's semantic integrity and, at the same time, as the moderator of its culturally relevant reproduction in the local environment.

It has been determined that the effectiveness of modern advertising agencies' adaptation practices is ensured by the use of a comprehensive set of tools that integrates data analytics, artificial intelligence, media optimization, transcreation, collaboration with local influencers, and flexible configuration of communication channels. This means that communication adaptation is no longer primarily an intuitive or creative-situational process and increasingly relies on data, algorithms, and segmentation logic. As a result, advertising agencies are transforming into centers of communication analytics, capable not only of creating messages but also of predicting their reception, testing various creative options, and ensuring more precise tailoring of brand messages to the needs of specific audience segments.

It has been demonstrated that current global transformations in advertising communications—digitalization, personalization, omnichannel approaches, the proliferation of interactive formats, the growth of influencer marketing, and the tightening of ethical requirements and regulatory restrictions regarding data—do not support the dominance of either complete standardization or complete adaptation. On the contrary, they are shaping a new architecture of communication policy for international brands, within which standardization is anchored at the strategic core level, while adaptation is implemented at the level of tactical formats, channels, media scenarios, and personalized interactions.

An important competitive advantage of modern advertising agencies is their ability to adapt. Amid a growing number of players in the advertising market, audience fragmentation, and constant changes in consumer behavior, adaptability is no longer an additional feature but a fundamental prerequisite for effective performance. Advertising agencies demonstrate the ability to respond quickly to changes in the market environment by adjusting communication strategies, personalizing messages, utilizing dynamic media planning, and implementing artificial intelligence and automation technologies.

Thus, an advertising agency is not merely an executor of advertising campaigns but a strategic partner to the brand in shaping and implementing effective adaptive communications. It ensures the delivery of information to the consumer while taking into account the context, expectations, and behavioral characteristics of the audience, all while maintaining the integrity of the brand's messaging. The ability of advertising agencies to take a comprehensive approach to the communication process and adapt to market changes confirms their key role in the modern system of marketing communications and determines their significance for the sustainable development of brands in a competitive environment.

*\*This article was translated from its original in Ukrainian.*

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