



Programme Name: MBA International Business Concepts

**Topic - A Study on the Influence of Cultural Intelligence on
International Marketing Strategies of Indian IT Firms
Operating in the United States**

Supervisor Name - Amir Homayounfard

Student Name: Parthiv Kantibhai Tadhani

Student id: 2422539

Submission Date: 3rd February 2026

Word Count: 15690 words

Acknowledgement

I would highly like to thank everyone who supported and guided me during the process of completing this research study on the impact of cultural intelligence on the international marketing strategies of Indian IT companies doing business in the United States.

I am also extremely grateful to my research supervisor Mr. Amir Homayounfard who is a guide and source of constructive critique and constant motivation at all the phases of this study. Their contributions to this paper in understanding concepts and scholarly depth have been immense.

I also wish to thank the authors and researchers whose audited pieces of literature served as basis of the literature review as well as theoretical framework. The case experiences of the most successful organisations like TCS, Infosys, Wipro and HCL Technologies played significant roles in enhancing analytical depths of the research.

Lastly, I owe my family and friends to my undying support and motivation, as well as understanding which have helped me make it through this academic experience. Their support has proved priceless in helping to achieve this dissertation.

Declaration

I Parthiv hereby declare that this dissertation titled “A Study on the Influence of Cultural Intelligence on International Marketing Strategies of Indian IT Firms Operating in the United States” is my original work and has been done in partial compliance with the degree award requirements.

This undertaking has never been presented, in its entirety or part to any other institution or university to obtain any other degree or qualification. Every information in this study has been appropriately credited and referenced following the academic requirements.

I ensure that this investigation has been done in an ethical and responsible manner and all the secondary information used in this research has been duly referenced.

Abstract

This study examines the impact of cultural intelligence (CQ) on the marketing practice of the Indian IT companies in the US. The study conceptualises CQ as strategic organisational capability as it is using the cultural intelligence theory, resource based view and dynamic capabilities as opposed to individual competency. Under qualitative research design, a secondary research design which is based on a case study design of TCS, Infosys, Wipro and HCL Technologies theme analysis is used by the study as a method to investigate the impact of cognitive, metacognitive, motivational and behavioural aspects of CQ on marketing practices. These figures point to the mask of CQ being high in augmenting the efficacy of communication, the nature of relationships, repositioning of the brand as well as customisation of the services in the culturally diverse U.S. market. Firms that incorporate CQ in marketing will be able to more readily find a compromise between standardisation and customisation, overcome the perception barrier, and rebrand themselves as low-cost offshore suppliers rather than specific, value-added partners. Quality of relationships becomes one of the noteworthy mediators between CQ and improvement of marketing performance that include client retention rate, brand equity, and revenues growth. This study concludes that sustainable competitive advantage and long-run global expansion must be a culturally intelligent marketing.

Table of Contents

Acknowledgement	2
Declaration.....	3
Abstract	4
Glossary.....	8
List of Abbreviations.....	9
1. Introduction.....	10
1.1 Background and Context	10
1.2 Research Problem.....	11
1.3 Research Aim and Objectives	11
1.4 Research Question.....	12
1.5 Significance and Contribution of the Study.....	12
1.6 Theoretical Framework.....	12
1.7 Structure of the Dissertation	14
2. Literature Review	15
2.1 Cultural Intelligence: Conceptual Foundations and Dimensions.....	15
2.2 International Marketing Strategy: Adaptation and Standardization.....	17
2.3 The Indian IT Industry in the Global Context.....	19
2.4 Cultural Intelligence and Marketing Performance Linkages	22
2.5 Organizational Learning and Knowledge Transfer in Cross-Cultural Contexts.....	23
2.6 Innovation and Strategic Responsiveness in Global IT Firms	26
3. Methodology	28
3.1 Introduction.....	28
3.2 Data Collection.....	29
3.3 Data Analysis	29
3.4 Research Strategy	30
3.5 Research Design.....	31

3.6 Research Philosophy	31
3.7 Research Approach.....	31
3.8 Sampling Technique	32
3.9 Research Ethics	32
3.10 Validity and Reliability.....	33
3.11 Research Onion	33
3.12 Conclusion	34
4. Findings	35
4.1 Introduction.....	35
4.2 Case Studies Overview	35
4.2.1 Case Study 1: Tata Consultancy Services (TCS)	35
4.2.2 Case Study 2: Infosys	37
4.2.3 Case Study 3: Wipro	38
4.2.4 Case Study 4: HCL Technologies	40
4.3 Data Sources and Citation.....	41
4.4 Chapter Summary	42
5. Discussion and Analysis	43
5.1 Purpose and Positioning	43
5.2 Analytical Framework and Logic.....	44
5.3 Cross-Case Synthesis: Compare and Contrast with Literature	45
5.4 Integration to Conceptual Model or Propositions	47
5.5 Robustness Considerations	47
5.6 Practical Synthesis (Bridge to Chapter 6).....	48
5.7 Chapter Summary	48
6. Conclusion	48
6.1 Introduction.....	48
6.2 Brief Summary of Key Findings	49

6.3 Theoretical Implications	49
6.4 Managerial Implications	51
6.5 Limitations and Directions for Future Research	52
6.6 Closing Statement.....	52
References	53
Appendix	59

Glossary

Cultural Intelligence (CQ): Competence in intercultural performance.

International Marketing Strategy: Strategy that is employed to provide product or services to other countries.

Standardisation: The marketing strategy applied to all countries.

Adaptation: The marketing strategies have to be adapted to suit their local markets.

Dynamic Capabilities: The capacity of a given firm to adapt and re-diminish or re-anticipate the changing environments.

List of Abbreviations

CQ – Cultural Intelligence

IT – Information Technology

RBV – Resource-Based View

TCS – Tata Consultancy Services

USA – United States of America

CRM – Customer Relationship Management

MNC – Multinational Corporation

B2B – Business-to-Business

ROI – Return on Investment

AI – Artificial Intelligence

CSR – Corporate Social Responsibility

GDP – Gross Domestic Product

1. Introduction

1.1 Background and Context

The phenomenon of globalisation has significantly altered the business environment of the international business and it has also given organisations unexampled opportunities to take their businesses beyond the borders of the home markets and simultaneously, globalisation has introduced complex issues that are related to cultural adaptation and alignment of strategies. The issue of cross-cultural navigate turned out to be a determinant of success of business in the international business environment of this continuously growing globalized economy (Magnusson et al., 2023). With the example of Indian Information Technology (IT) companies that have already established their place in the world as great technology services providers, the United States is not just a profitable destination, but also a necessary step to the future development and competitive orientation. The US market, being so technologically advanced, as well as having its requirements such as demanding customer base and unique business culture needs not just technical excellence, but the understanding of cultural dynamics affecting the consumer behaviour, pattern of communication, and business relationships (Randrianasolo et al., 2023).

The ability of people or organisations to operate successfully within culturally diverse environments has become the cultural intelligence (CQ), which is a crucial strategic asset in international marketing (Randrianasolo et al., 2023). Contrary to conventional concepts of cultural awareness or cultural sensitivity, cultural intelligence is a multidimensional concept that has a mental, motivational, and behavioural set of sub-delivery that as a whole makes organisations acquire the ability to construct sense of cultural cues, adjust their strategic approach, and build meaningful relationships inside and outside cultures. In the case of Indian IT giants, Infosys, Tata Consultancy Services (TCS) and Wipro, cultural intelligence development has been key in their effective infiltration and resourceful survival in the American market (Magnusson et al., 2023).

The significance of cultural intelligence in the context of designing international marketing strategies that can appeal to the local expectations is even high as the Indian IT companies continue to intensify their operations within the United States. This is because the U.S. market highly adulates openness, personalism, direct communication, and customer focussed service models which might not be very accurate to the conventional business approach in India. As such, companies that successfully establish and develop CQ within their managerial ranks, client-facing departments and decision-makers better fit to customise their promotional

messages, their approaches to negotiating a deal and their services provision to fit the American cultural expectations (Magnusson et al., 2023).

Besides, the IT consulting and digital transformation environment in the U.S. is very competitive, with local and worldwide companies that seek the same target markets. Technical competence is not enough and in such environment relationship building, forming a trust and cultural alignment would be the key differentiators. Cultural intelligence, therefore, serves as an enabler to improve communication accuracy, minimise the occurrence of misinterpretations, increase client satisfaction as well as enabling the formation of long-term partnerships. With the ongoing growth of Indian IT companies in terms of operations expanded to project delivery, innovation laboratories, and strategic consultation, the perception and use of the U.S. cultural expectations becomes the center of business competitiveness. Therefore, the impact of CQ on international marketing strategies is not only opportune but also critical in comprehending how the Indian IT firms maintain their and reinforce their position in the top of the global business landscape that is progressively becoming multicultural (Randrianasolo et al., 2023).

1.2 Research Problem

Although it is agreeable that cultural aspects play an important role in global business context, much remains to be resolved as far as how cultural intelligence specifically affects the marketing practices and performance of the Indian-based IT companies in the United States. Although literature review has established cultural intelligence in the context of different cross-border businesses, very little literature has been conducted to explicitly investigate the role of cultural intelligence in influencing marketing adjustment, branding, and customer relationship management among Indian, IT companies as a particular American market (Randrianasolo et al., 2023). The given research gap is especially critical in consideration of significant number of Indian IT companies based in the US, their role in bilateral trade relations and the current problems that arise in terms of distinctions and establishing strong brand equity in the very competitive market (Magnusson et al., 2023).

1.3 Research Aim and Objectives

Research Aim

This research aims to understand the role of cultural intelligence in cross-cultural adaptation and competitive advantage on international marketing efficiency of Indian IT companies in the United States.

Objectives

1. To assess the correlation between cultural intelligence and marketing performance at Indian IT companies.
2. To determine the impact of cultural intelligence on communication and handling clients.

1.4 Research Question

What is the effect of cultural intelligence on marketing performance of Indian IT companies in the U.S?

1.5 Significance and Contribution of the Study

The study has important theoretical and practical consequences to various stakeholders. Theoretically, the research is useful to the increasing literature on cultural intelligence because it expands its scope of use to the specialized field of international marketing strategy, specifically the application of cultural intelligence as it applies to emerging market companies engaged in developed market (Gajre and Kejriwal, 2022). Exploring the role of cultural intelligence in adapting marketing, brand positioning and relationship management, this study fills the gap between the cultural intelligence theory and the marketing strategy literature by providing a more detailed insight into why cultural capabilities are converted to competitive advantages in foreign markets. The research also offers practical implications to the Indian IT companies that would want to boost their marketing performance and improve their market presence in America. The research will provide practical advice on how cultural intelligence can be used in the development of culturally responsive marketing strategies, training interventions and organisational competencies by pinpointing the precise ways in which cultural intelligence has a bearing on the performance of the marketing process (Cabral, Carvalho and Ferreira, 2023).

1.6 Theoretical Framework

The theoretical basis of this paper is the multidimensional frame of Cultural Intelligence (CQ) that postulates were advanced by Earley and Ang (2003) and provides a broad-based approach to the relationship between how people and organisations operate in the setting of cultural diversity. CQ is theorised in the four related dimensions involving metacognitive, cognitive, motivational, and behavioural dimensions that play a unique role in effective cross-cultural interactions. Metacognitive CQ refers to the cognitive mechanisms that allow individuals to gain, process, and analyze cultural knowledge to permit the adoption of a strategic thinking approach and cultivation of greater cultural sensitivity. Cognitive CQ is the individual knowledge on the cultural values, norms, and social systems and this provides the professional or practitioner with the knowledge of how to work in various cultural settings. Motivational

CQ encompasses the intrinsic interest, motivational drive, and optimism to indulge into cross-cultural scenarios and has a direct effect on the motivation to make adjustments and persist. The behavioural CQ shows the ability to portray the right verbal and non-verbal behaviours among different cultures and different situations, displaying flexibility and situational sensitivity (Cabral, Carvalho and Ferreira, 2023). The given four-dimensional CQ model is the cornerstone of the current research that allows structurally analyzing how Indian IT companies working in the United States use the frames of cultural intelligence to develop international marketing strategies. Since IT service delivery involves working in people-oriented and relationship-driven environments, cultural intelligence is a strategic asset that does not only determine the effectiveness of communication but also the nature of customer interactions, service customisation and negotiation results in new markets.

The CQ framework is incorporated with the existing theories of international marketing strategy, especially the standardisation versus adaptation perspective, which argues whether companies should use similar marketing strategies in all countries in the world or customise it to the local tastes and cultural peculiarities. The standardisation-adaptation continuum can also be a valuable analytical tool in the current research since it will be possible to consider how culturally intelligent companies make decisions about the level of localisation of the marketing mix. With a greater degree of CQ, firms can potentially be better at detecting cultural signals, which require adjustment, including a change in communication style, changes in service delivery practices or adjusting a value proposal to appeal to the U.S. customers. On the other hand, CQ can also be used to make decisions on the timing of standardisation efficiency and cultural appropriateness, thereby relieving the world consistency at the expense of local appropriateness (Gajre and Kejriwal, 2022). Besides, the practicality of relationship marketing theory is also the basis of the research since it emphasizes the role of trust-building, the long-term cooperation, and interpersonal communication in international business relations. Cultural intelligence will strengthen relational skills to help the Indian IT professionals build stronger relationships with their American customers with more culture sensitivity, understanding, and sensitivity. This research offers a broad theoretical framework that can be used to examine the effect of cultural intelligence on strategic marketing decisions of Indian IT companies in the U.S. market by integrating CQ theory with international marketing strategy and the relationship marketing perspectives.

1.7 Structure of the Dissertation

The dissertation is structured into six chapters, all of which are meant to make a contribution in systematic manner towards the perception of the hindrance by cultural intelligence to the international marketing plans used by India IT companies in the United States. These chapters create a flow of a comprehensive story that passes through the formation of the context to theoretical analysis, methodological implementation, interpretative analysis, and conclusion.

Chapter 1: Introduction provides the background and context of the research, as it identifies research problem, aim, objectives and research questions. It also shows the theoretical background under which the research is grounded including cultural intelligibility and the strategic implications of the study to international marketing. It is based on this chapter that other components of the dissertation are built.

Chapter 2: Literature Review provides a critical analysis of available literature on cultural intelligence, international marketing approaches, and cross cultural business environments. It summarises key theories, considers empirical evidence and also marks the scholarly controversies that have influenced the discipline. Notably, this chapter will establish the issues or gaps on the existing body of knowledge and promote the theoretical foundation of the research project through connecting CQ and international marketing dynamics as it relates to Indian IT companies.

Chapter 3: Research Methodology outlines the research design and research-philosophical orientation that will be used in the research. It describes the data collection, reasons why the qualitative secondary research method was selected, and why thematic analysis was adopted as the method of data analysis. Reliability and validity have also been considered ethically so as to come up with research rigour. (Gajre and Kejriwal, 2022).

Chapter 4: Data Analysis provides findings that are a result of thematic analysis of the secondary sources of data. The chapter logically brings together the emergent themes and the research objectives and addresses the way cultural intelligence influences marketing strategy decisions within the U.S. context. It brings up trends, observations and implications that are generated by the data and presents an evidence-based account of the connection between CQ and international marketing practices.

Chapter 5: Discussion synthesizes the analytical results and the theoretical framework and literature that is available. The chapter critically evaluates ways in which the findings support, build up, or contradict the past researches. By further developing the arising themes, it can also find the fuller implication of theory and practice, as well as cross-cultural management with a

refined insight of the strategic worth of cultural intelligence (Cabral, Carvalho and Ferreira, 2023).

Chapter 6: Conclusion summarises the primary findings, gives the theoretical and practical contributions, and puts the limitations of the study into perspective. It also makes some recommendations like the future research suggesting the areas where a person can further investigate to gain knowledge about cultural intelligence and global IT marketing on the international front.

2. Literature Review

2.1 Cultural Intelligence: Conceptual Foundations and Dimensions

The Evolution and Definition of Cultural Intelligence

Cultural intelligence has been the most important concept in the international business literature within the last twenty years reflection of a major progress in the perception of how people and organizations maneuver in the culturally diverse surroundings (Ang et al., 2022). The concept goes further as opposed to the traditional understanding of cultural awareness or cultural sensitivity, and it is a more flexible and complex skill, which allows successful operations beyond the cultural barriers. The root meaning of cultural intelligence is the ability to identify, understand and respond in a way that will ensure successful interaction and relationship formation to the given cultural cues and differences. This skill does not only entail being knowledgeable of other cultures but it entails the possibility of changing one behavior, manner of thinking and orientation of motivation in the context of diverse cultures (Patel and Salih, 2023).

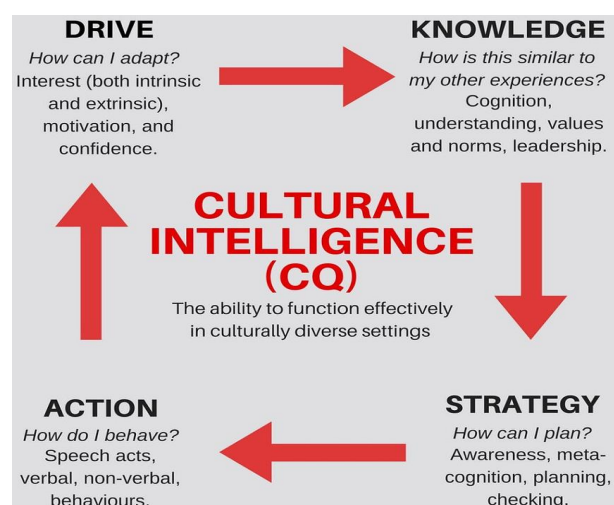


Figure 1: Cultural Intelligence

Source: (Damaschin, 2022)

Cultural intelligence theory has grown up with the contribution of various disciplinary approaches in form of psychology, anthropology, organizational behavior and international management. Initial designations of the concept were more cognitive in nature since they had the significance of cultural knowledge and awareness (Patel and Salih, 2023). But at the present, the best models to follow have acknowledged that cross-cultural functioning needs more than knowledge to be effective, it needs motivation, thinking, and flexibility of behaviors. This development is manifested in an increasing awareness that culture competence is not a fixed ability but is a dynamic capability capable of being cultivated, improved and acquired and strategically utilized in the international business environment (Ang et al., 2022).

The importance of cultural intelligence in the modern business world is not to be overestimated. As organizations are spending more time working across national borders, interacting with increasingly varied interests groups, and work with multicultural workforces, navigating cultural complexity has become a primary determinant of competitive advantage (Patel and Salih, 2023). In the case of emerging market firms that want to find a place in developed markets, cultural intelligence is a notably important feature that helps them overcome the disadvantage of being a foreign company, gain momentum among the host community and adjust their strategies accordingly to the demands of culturally different consumer groups (Ang et al., 2022).

Cognitive, Motivational, and Behavioural Dimensions of Cultural Intelligence

The multidimensionality of cultural intelligence is among the characteristics of the cultural intelligence, with most of the current frameworks distinguishing between three or four dimensions which are different though interrelated. The cognitive aspect involves the information and awareness of cultural system, norms, values, and practices (Patel and Salih, 2023). This comes with a knowledge of the differences in the culture in relation to communication pattern, decision making processes, leadership styles, and social conventions. Strongly cognitive cultural intelligent organizations incur in the building of profound knowledge in the target markets in as far as pertains to the latent cultural assumptions surrounding business operations, as well as consumer behavior. This dimension incorporates also metacognitive skills which refer to the fact that one is able to think strategically and plan on how to interact with the people of a different culture (Ang et al., 2022).

The motivational dimension deals with the desire, the motivation and the confidence to work in cross-cultural scenarios. This stems out of this facet of cultural intelligence that identifies that knowledge alone is not enough since people or organizations lack the desire to put that

knowledge to the test (Patel and Salih, 2023). Motivational cultural intelligence incorporates intrinsic curiosity of learning and working with other cultures, self-assurance to work with and explore in foreign cultural landscape, and the tenacity to overcome any difficulties that will occur within cross-cultural situations. In the case of organizations, this aspect is reflected in terms of corporate culture, the commitment of its leaders to internationalization, and the esteem of cultural diversity and global orientation (Ang et al., 2022).

The behavioral dimension involves an individual capacity to demonstrate relevant verbal and non-verbal actions whenever a cross-cultural situation arises. This is through the flexibility in communication patterns, flexibility in managing, and the changes in interpersonal patterns of interaction to conform to the cultural requirements (Patel and Salih, 2023). The behaviorally intelligent organizations are known to exhibit the ability to adapt their operation procedures, client contactary manners, and shareholder communication strategies to the cultural setting. The notions of this dimension are especially apparent in customer-related operations where a capacity to reflect culturally appropriate behaviors directly affects the relationship quality and business results (Ang et al., 2022).

2.2 International Marketing Strategy: Adaptation and Standardization

The Standardization-Adaptation Debate in International Marketing

The issue of standardization versus adaptation is one of the most persistent issues of international marketing literature. The proponents of standardization believe that to ensure consistency of marketing strategies in different markets, a number of advantages might be realized through economies of scale, brand consistency, ease of coordination, and leveraging of effective strategies in different markets (Theodosiou and Leonidou, 2022). This strategy for US markets is based on the premise that globalization has produced enough cultural convergence and consumers all over the world have common needs and tastes towards quality products and services. Advocates of standardization cite the examples of globally successful brands where positioning and messaging have been relatively similar even in different markets as indicators of the effectiveness of this approach (Ryans, Griffith and Steven White, 2022).

In their turn, the proponents of adaptation focus on the consistent relevance of cultural differences at the local level and suggest that the effectiveness of marketing must be based on the adjustment strategies to the local tastes, values, and expectations (Ryans, Griffith and Steven White, 2022). This school of thought acknowledges that even with globalization there are still marked differences in consumer culture in the way they assess the products, process information, purchase decision-making, and brand interaction. Adaptation strategy recognizes

that what appeals in one cultural setup would not be successful or worse still, it would be counterproductive in a different environment hence close customization of marketing mix components, such as product attributes, pricing policies, channels of distribution, and advertisements is necessary (Theodosiou and Leonidou, 2022).

Modern views are increasingly appreciating that standardization-adaptation decision is a continuum where it is not binary but has strategic decisions. Companies in United States need to identify the aspects of marketing strategy whose aspects can be standardized to enjoy the benefits of efficiency but also pinpoint areas that need to be adjusted to suit local tastes and preferences (Ryans, Griffith and Steven White, 2022). This contingent strategy recognizes that there are no ideal strategies that match all circumstances because of the nature of the industry, type of product, characteristics of the target market and competitive forces. International marketers have a hard task of locating the right balance to achieve global efficiency and local effectiveness (Theodosiou and Leonidou, 2022).

Cultural Factors Influencing Marketing Strategy Decisions

Cultural dimensions have a far reaching impact on consumer behavior, choice of decisions, and market forces, and in this case, understanding of culture will be critical to international marketing success. Several models have been devised to define the existence of cultural differences which have described dimensions like individualism or collectivism, power distance, uncertainty avoidance and context in communication (Theodosiou and Leonidou, 2022). These dimensions influence the basic types of assessment of offerings, process marketing communications, create brand relationships and purchase decisions by consumers. An example would be that cultures with high uncertainty avoidance would be more responsive to marketing communications based on reliability, tradition, and mitigation of risk whereas with low uncertainty avoiding cultures would be more open to innovation-oriented positioning (Ryans, Griffith and Steven White, 2022).

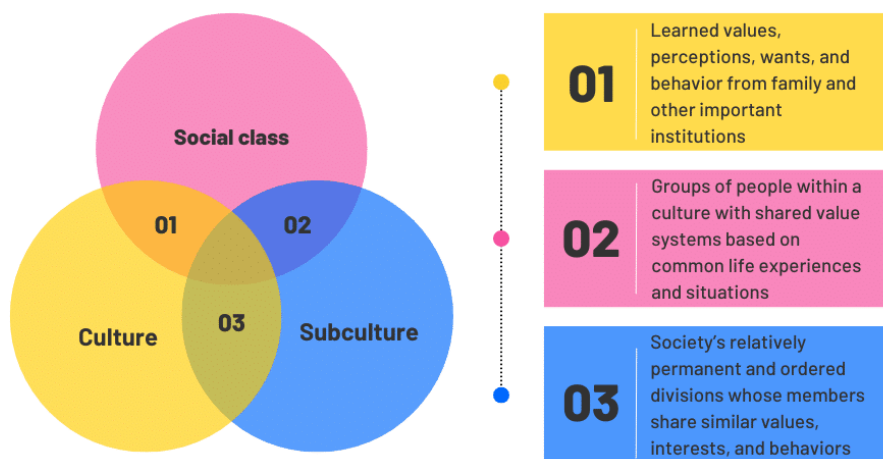


Figure 2: Cultural Factors Influencing Marketing Strategy Decisions

Source: (Yukti, 2024)

The communication patterns are such a critical cultural aspect that affects marketing strategy . High-context cultures depend on implicit communication, collective context and relationships, and the low-context cultures do not care much on explicit, direct and detailed communication (Ryans, Griffith and Steven White, 2022). These variations carry great implications on the advertising content, sales presentations, customer service interaction and the digital marketing approaches. The marketers who market in various cultures need to know and adjust to such preferences of communication to make sure that their messages are decoded and positively received. Failure to treat these differences does lead to mistreatments, poor brand perceptions, and poor marketing investments (Theodosiou and Leonidou, 2022).

There are also cultural values and norms that affect certain selling mix decisions. The tastes of the products in the international markets can differ according to cultural tastes, utility concerns and symbolism. The pricing strategies should take care of the cultural values towards values, quality and the suitability of negotiation. The choice of distribution depends on the shopping preference, the acceptance of retail format and expectancy about the availability of a product (Theodosiou and Leonidou, 2022). The promotional strategies should be compliant with the cultural standards concerning effective modes of persuasion, the application of emotion or logic and the presence of social proof. These cultural influences help marketers make good adaptation decisions which improve strategy effectiveness but do not make any cultural blunders that may destroy brand reputation (Ryans, Griffith and Steven White, 2022).

2.3 The Indian IT Industry in the Global Context

Evolution and Global Expansion of Indian IT Firms

The information technology business in India has experienced an impressive change over the last forty years and today, it is no longer a fledgling industry as it was before, solely addressing the local market demands, instead being a formidable force in the world, that offers complex technology solutions to its global customers. This has evolved due to various factors such as the government policy assistance, technical talent availability, price competitiveness as well as selective investments on developing the capability (Noronha, 2020). The first way through which Indian IT companies got international recognition was by offering offshore software development and maintenance services where the advantages of time zone and low cost can be used to attract clients in the developed markets. These companies have increasingly shifted up the value chain over the years with service portfolios diversifying to include consulting, system integration, digital transformation and new technology solutions (Khandekar and Sharma, 2022).

Indian IT companies have embarked on expansion strategy globally whose characteristics have been based on development of long term relationships with clients, committing resources to global delivery model and physical presence at strategic locations. United States has become the most sensitive market of Indian IT companies contributing large share of revenues and can be a strategic presence point in the largest technology services market globally (Noronha, 2020). This growth has necessitated the Indian companies to come up with advanced knowledge on client demands, business processes, and cultural demands in the entire target markets. The victories in these markets have not only been limited to technical capacities but also to greater capacity to position services, trust of serving the clients with reliability and dissolve value beyond the cost issues (Khandekar and Sharma, 2022).

Brand building by the Indian IT industry has also been a significant process with major players trying to address the much needed perceptions of being low-cost suppliers and trying to build a reputation of a strategic partner to push the business changes (Khandekar and Sharma, 2022). Such a repositioning has necessitated massive investments in marketing, thought leadership, client involvement and visible manifestations of innovative abilities. The Indian IT companies have progressively invested on specialised knowledge in the industry segment, making research and development investments, complementary acquisition, and demonstrated client success. These are to be seen in the efforts to realize that success cannot be sustained in developed markets by means of competing based on price, but differentiation in terms of value creation (Noronha, 2020).

Challenges and Opportunities for Indian IT Firms in America

The challenges facing Indian IT firms in the United States are very complicated and are not just limited to the delivery of technical services. There is an issue of perception obstacles, which is a major hurdle since the Indian companies are known as the cost arbitrage as opposed to strategic creation of value (Khandekar and Sharma, 2022). The solution to these perceptions is to have continued demonstrations of quality delivery, an investment in innovation capabilities, as well as the communication of value propositions that are beyond the scope of saving cost. The issue is further complicated by the negative media reports at times connected to the visa problem, the problem of job displacement, and the need to consider the data safety, which necessitated the active reputation management and contact with the stakeholders (Noronha, 2020).

The issue of cultural and communication barrier continues even though Indian IT professionals have the potential of using English language. The variation in communication styles, whereby the Indian professionals are in some cases thought to be less assertive or direct as compared to the American ones, may present a misunderstanding or lead to a belief that he/she lacks confidence (Khandekar and Sharma, 2022). Although there are certain benefits to time zone differences in terms of providing an opportunity to work and be productive all the time, the fact that time of the day may be rather different complicates the issue of relationships and the process of building them in real-time. The development of trust and the creation of proper interpersonal relationships with American clients takes cultural sensitivity, or changes in communication style, and, in most cases, major physical presence in the form of on-site teams and local delivery centers (Noronha, 2020).

Irrespective of these factors, the Indian IT companies have large prospects within the US market. The current digital revolution of the American businesses provides a continued need in technological services that cover cloud migration, data analytics, artificial intelligence implementation, and cybersecurity (Khandekar and Sharma, 2022). The size, expertise and technical proficiency of the Indian companies in delivering the complex transformation programs place them in good position to meet these requirements. Moreover, the Indian IT companies maturation, the quality of delivery and good track records with large American firms have created a credibility and increased open doors to more strategic deals. The growing appreciation of global delivery models as best practices and not simply cost reduction initiatives is an opportunity providing Indian companies an opportunity to align their capabilities as an advantageous competence. Ability to perceive and adjust to the American culture of business, be able to communicate effectively with different stakeholders and to place

services in a manner that touches the priorities and values of American clients is central to success in accessing these opportunities (Noronha, 2020).

2.4 Cultural Intelligence and Marketing Performance Linkages

The Mediating Role of Marketing Adaptation

Cultural intelligence and marketing performance do not have a direct relationship but are mediated by the decisions and actions made by the culturally intelligent organizations, which involve adaptation. Companies in United States that have high cultural intelligence have the best capabilities of determining which aspects of their marketing strategies need to be adjusted in order to be effective in markets (Gbabo, 2022). It includes advanced evaluation of cultural distances, current knowledge of the effect of the cultural aspects on the consumer behavior and business activity, and strategic decisions of the location of investment in customization or standardization. These adaptation decisions also determine the quality that directly affects the marketing outcomes such as the market penetration, customer acquisition, brand perception, and finally financial performance (Tuan, 2022).

Marketing adaptation involves various aspects such as product change, change in pricing strategy, choosing distribution channel and modifying promotional messages. Culturally intelligent companies are careful in making these decisions to adapt and this is based on their vast knowledge of the target market cultures and not baseless fascination and prejudice (Gbabo, 2022). US markets understand that adjusting well involves striking a balance between social relevance and brand consistency where customizations augment other core brand positioning, instead of weakening it. This high level of adaptation is the key that differentiates an international marketer who succeeds in international strategy and those who fail. One who is too strict and either adopts a standardized strategy only to fail because of cultural misfit or one who becomes over-customized which leads to disintegration of brand identity and loss of efficiency (Tuan, 2022).

Client Relationship Management and Trust Building

The quality of client relationships is an important determinant of business success in service industries such as information technology where the offerings tend to be intangible where value creation is largely dependent on mutually dependent relationships with clients. Cultural intelligence is essential in facilitating proper client relationship management across cultures (Gbabo, 2022). Culturally intelligent companies and individuals have a high level of capacity to decode their client expectations, identify communication patterns, address possible contradictions, and develop the trust required during a long-time collaboration. Such abilities

are especially important in situations when the cultural disparities lead to the possibility of misunderstanding or mismatching the expectations (Tuan, 2022).

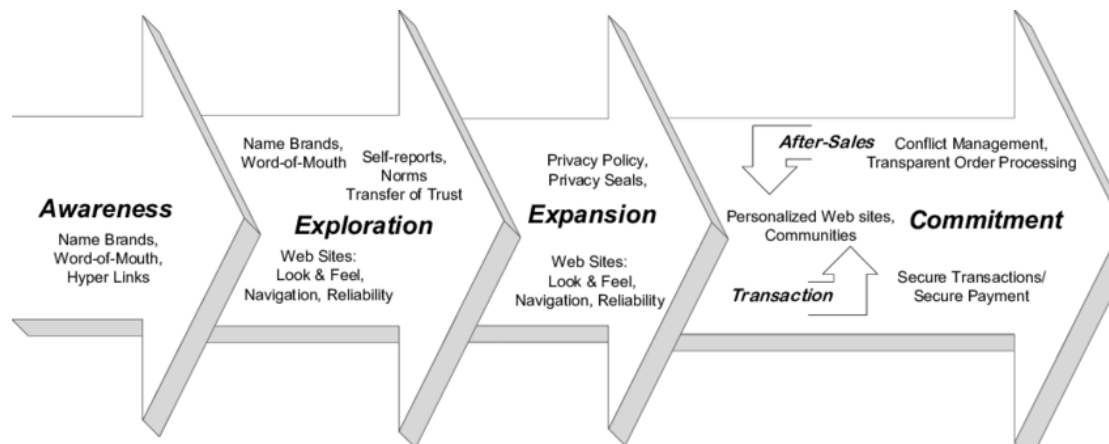


Figure 3: Client Relationship Management and Trust Building

Source: (Kerzner, 2022)

Establishing credibility, skillfulness, and cultural sensitivity in the cross-cultural relationship with a client necessitate the regular application of these attributes and the need to stay reliable, competent and cultural sensitive. To the best of their clients, service providers ought to be convinced that they are to know their needs, be in position to provide promised results, and they would represent their best interests even in cases where detailed supervision is not present. Cultural intelligence develops the trust in many ways (Gbabo, 2022). It helps service providers to interact in culturally acceptable manner which reflects their understanding of values and preference of the clients. It assists in foreseeing and countering any concerns early enough before they become problems. It helps to promote person-person relationship that surpasses the transactional orientation. All these factors provide the basis of effective and long lasting client relationships that stand the test of time and generate the chances of achieving increased engagement (Tuan, 2022).

2.5 Organizational Learning and Knowledge Transfer in Cross-Cultural Contexts

Learning Mechanisms in Multicultural Organizations

Organizational learning is recognized as one of the fundamental sources of long term success, especially to companies operating in the uncertain and multicultural settings. Effective learning mechanisms are thus inalienable to Indian IT companies that are conducting business in the United States when addressing the issue of cross-cultural interactions, market dynamics and client expectation (Gbabo, 2022). The learning of these organizations goes beyond training programs and official knowledge acquisition and includes organized and unorganized

programs where employees, teams, and organizational units acquire insights to share and use them to enhance functioning better (Tuan, 2022).

Learning in multicultural organizations entails methodical development and comprehension of understanding that originates out of encounters with different stakeholders and clients, partners, regulatory agencies, as well as the local communities (Gbabo, 2022). These interactions also expose delicate cultural trends, cultural expectations and more industry specific practices that might be a substantial difference to what would be done at home country setting. Indicatively, whereas the Indian IT professionals may be hierarchical and process-oriented approach in settling problems, the American clients tend to demand autonomy, directness and active reporting. It is also through the implementation of learning systems with a capability to capture these subtleties that organizations are more likely to make the appropriate changes in operations, management practices as well as the delivery of services to fit the local environment (Tuan, 2022).

Observation, reflection, and adjustment are the processes of adaptive learning in these firms, comprising the iterative cycles. Feedback loops are very important and will make sure that experience of previous success or failures are put in systematic sense in decision making and strategic planning (Gbabo, 2022). Complementary to formal training, the informal learning methods that can be used include mentorship programs (structured or informal), peer collaboration, and knowledge sharing sessions, through which the employees are able to internalize the lessons after the real life interaction. Another important mechanism, reflective practice, promotes the critical analysis of how employees handle clients, the results of their projects, and cultural issues to discover what can be improved. Due to the attitude toward everlasting learning, Indian IT companies will be able to not only streamline the processes but also gain the ability to predict possible culture misinterpretations and take a proactive stance on changing their strategies (Tuan, 2022).

Knowledge Transfer across Borders

Although learning is vital at both individual and team levels, knowledge transfer would eliminate confusion whereby insights acquired in one area are well transferred and used in the rest of the organization. Knowledge in multinational IT operation is multidimensional in that it encompasses technical expertise, relational intelligence, procedural expertise, and cultural knowledge. Knowledge transfer also enables firms to standardize on best practice and change it to aligned with local market conditions hence improving value in terms of consistency, efficiency and a strategic fit (Noronha, 2020).

The transfer of knowledge that has been built in the home country to the United States is one of the primary problems faced by the Indian IT firms. The practices, communication patterns, and management styles in India might not directly work in American client situations because of dissimilarity in work ethics, legal regulations, and customer anticipations. In response to this, companies implement organization knowledge management systems encompassing digital repositories, collaborations and protocols of documentation. The systems will help the employees in different geographies to share relevant knowledge, experience past actions and put into place appropriate strategies that are culturally specific (Noronha, 2020).

Boundary spanners are particularly important in cross cultural knowledge transfer because of the fact that the people who are involved in the transfer can be found at the crossroad of cultures, departments, and geographical locations. Having boundary spanners means knowledge is converted and made sense of in the target environment and made actionable. They promote the communication between the local teams and headquarters, detect possible misfunctioning in processes and propose the modifications, which are sensitive to cultures. Such a role plays a critical role in ensuring the strategic asset of knowledge and the issue of a high misuse potential is reduced (Noronha, 2020).

Also, transfer of knowledge increases organizational responsiveness and innovation. The lessons learned when interacting with clients, operational and competitive intelligence can help firms predict market trends, avert problems and come up with specific solutions without having to recreate processes each time they take up a project. This minimizes operational overlaps, minimizes the learning curves on the new employees and provides some level of uniformity in the services quality. Essentially, knowledge transfer can help cultural intelligence to become organizational competency, which helps international marketing in effectiveness, customer satisfaction, and long term strategic development (Noronha, 2020).

Building Dynamic Capabilities through Cross-Cultural Learning

Dynamic capabilities are the capabilities that an organization has to integrate, create, and redesign internal and external competencies to respond to the fast changing environments. These features especially matter to Indian 3 IT companies that are doing their business in the United States where the markets are highly competitive, the clients are dynamic in their expectations as well as cultural differences may alter the strategy implementation process. Cultural intelligence is an endowment of dynamic capabilities, and it allows the firms to feel opportunities, capture them and then to organize resources, keeping them competitive advantage (Theodosiou and Leonidou, 2022).

The development of the dynamic capabilities is a direct result of cross-cultural learning, whereby the organizations have the adaptability needed to experiment, adapt and innovate towards meeting the various market needs. As an example, Indian IT companies can use cognitions about their clients to modify project delivery model, communication strategies or save some of the service offerings to fit the culture and organizational orientations of the Americans better. With cultural intelligence ingrained in the processes of companies, adaptive capabilities are developed in the companies enabling quick reaction to client feedbacks, regulation adjustment and technological innovations (Theodosiou and Leonidou, 2022).

Gaining of knowledge, interpretation and implementation are three aspects in the development of dynamic capabilities that is a cyclical process. Through practical experiences, employees acquire what they learn, apply those lessons in the practices in organizations, and modify resources and strategies. The leadership is also vital in this process through its modeling of culturally aware behavior, promotion of knowledge sharing as well as creating an environment in which experimentation and adjustment is appreciated. When organizations are proactive in such cycles, they become more robust, copycat and capable of maintaining high performances in the various market segments (Theodosiou and Leonidou, 2022).

2.6 Innovation and Strategic Responsiveness in Global IT Firms

Culturally-Informed Innovation Strategies

Innovation is generally recognized to be one of the fundamental sources of a competitive advantage, especially in the global IT business sector where a firm functional ability based on technology is no longer a sufficient factor in distinguishing the firms. In the context of Indian IT firms that serve US clients, the need to implement innovation is not limited to the level of product development or technical solutions but it is closely connected with the culture, client demands and service provision based on the dynamism of the needs (Gbabo, 2022). Culturally-informed innovation entails product, service, process, and project execution model adjustment to suit behavior trends, tastes, and business standards of local clients. In this way the innovations are not only technically sound but also contextual and this way adoption, use and client satisfaction are on the rise (Tuan, 2022).

Through cultural intelligence, Indian IT companies will be able to identify the minor but meaningful consumer requirements that they might not put across clearly but have a profound effect on decision-making (Gbabo, 2022). For example, American customers tend to appreciate vivid communication, freedom in conducting projects, and open reporting systems. Being aware of such preferences, Indian companies can redesign their models of deliveries to offer

the structured checkpoints, real-time updating, and client-based decision-making frameworks. These bends show that culture of a client is considered, creates trust, and minimizes misinterpretations. On the same note, culturally-informed innovation can entail the localization of software interfaces, conforming region-specific components, or harmonizing the consulting approach with accepted business standards, thus generating solutions that are innovative as well as culturally consistent (Tuan, 2022).

Strategic Flexibility and Market Responsiveness

Strategic responsiveness is the capacity of an organization to forecast, decipher, and respond suitably to the uncertain changes in the external environments. Cultural intelligence significantly increases the capacity of sensing changes in consumer behavior, regulatory demands, technological changes, and competitive environment in the cross cultural markets. In the case of Indian IT companies in the United States, strategic responsiveness enables them to respond to localized reaction within the time-based model of pricing, service delivery models, delivery process and marketing communication (Noronha, 2020).

Strategic flexibility is closely tied to responsiveness since it entails the restructuring of organization structures, decision making hierarchy, and operational procedures to enable quick actions to meet the needs of market emerging needs. Indigenous IT companies tend to adopt decentralized decision-making strategies that represent the local teams with the power to make sense of the client needs, as well as provide culturally suitable solutions without needing to be condensed in the center. Even the brand consistency and strategic alignment are retained in this structure that remains efficient. As an example, the local project managers can change communication style, reporting rate or allocation of resources to cultural requirements of the clients so that the delivery of services is uninterrupted and culturally consistent (Noronha, 2020).

Moreover, strategic flexibility helps the firms to work around risks brought about by cultural misalignment. Lack of understanding of the work styles and communication rules or decision making can result in the project outcomes and client relationship being threatened. Strategically flexible firms are able to respond in time to such challenges and implement the mitigating action that will reduce the level of disruption and retain the confidence of clients. Indian IT companies are also able to take advantage of opportunities posed by trends in technology, changes in regulations or changes in market needs due to high potential of adaptation and hence they enhance their competitiveness. Strategic flexibility and market responsiveness in a nutshell can be used to ascertain that firms are not only reactive but proactive in every way

possible to convert cultural areas of knowledge into executable strategic initiatives that spur growth and sustainability (Noronha, 2020).

Embedding Agility into Organizational Culture

Agility represents a very important aspect of organizational culture, which promotes constant learning, change, and innovations. In the case of global IT companies especially the Indian companies that are venturing into the culturally diversified markets like the United States, it is very crucial to integrate agility into the organizational DNA in order to remain competitive. The agile culture facilitates experimentation, risks that are calculated and a culture that focuses on continuous improvement all of which are critical whenever moving through the maze of cross-cultural settings (Theodosiou and Leonidou, 2022).

Agility embedded means developing organizational attitude inclined to responsiveness, flexibility and cultural awareness. This can involve training groups in Indian IT companies to appreciate the cultural cues, read the client behavior right and make work processes adaptive to suit the changing needs. As an example, project teams can introduce flexible sprinting cycles, adjust series of service delivery, or adjust ways of communicating depending on the preferences of the clients, thus, making sure that the functioning of operations are efficient and aligned to the culture. Leadership has a significant role to play in terms of propagating this culture by influencing the adaptive behaviors and cross-cultural cooperation as well as reinforcing the value of learning both on failures as well as on successes (Theodosiou and Leonidou, 2022).

In addition, a flexible culture improves resiliency. Companies that make agility part of their operations are in a better position to cross cultural misunderstandings, handle operational difficulties and address unexpected disruptions. It is not limited to immediate problem-solving and is created to allow the strategic flexibility to respond to dynamism of market forces and expectations of the clients in the long-term. With organizational agility, coupled with cultural intelligence, employees and teams are better placed to make contextually informed decisions in a short period of time, and the entire firm can maintain innovation, service quality and competitive advantage (Theodosiou and Leonidou, 2022).

3. Methodology

3.1 Introduction

The chapter will recount the methodological framework that will be applied to investigate the given problem of how cultural intelligence influences the operations of the Indian IT firms

offering their services in the United States as far as international marketing is concerned. The qualitative secondary research method in the research implies using academic literature, industry and company journals to develop comprehensive knowledge of the research phenomenon. To enhance the rigour and practicality of the analysis three of the major Indian IT firms including: Tata consultancy services (TCS), Infosys and Wipro are taken as case studies. These firms are extensive regarding their global scope and they have practiced the cross-cultural marketing that makes them an appropriate setting to be examined. The selected case studies will be reviewed in the subsequent chapters and will be used to elaborate findings and results through the comparison of them (Cohen, Manion and Morrison, 2023).

3.2 Data Collection

The secondary qualitative data in this study can be considered as a foundation of data collection process since they provide in-depth information about the impact of cultural intelligence on international marketing approaches of Indian IT companies in the United States (Gallagher, 2022). The secondary data would be obtained according to the systematized storage and combination of existing information on the study that is already available in print thereby has the benefit of encompassing a diverse pool of opinions as compared to primary data gathering that would be time and resource consuming. The sources of information used to complete this study include peer-reviewed academic journals, industry magazines, case studies, scholarly conferences, and corporate magazines on the issues of culture intelligence, global marketing, and the Indian numerous companies of IT in the US market (Magnusson et al., 2022).

The fundamental of the data collection pillar is the academic journals but those that specifically dwell on the international business, marketing and cross cultural management publications are significant. The other important source is the case study and this offers very targeted details of specific Indian IT firms such as Tata Consultancy Services, Infosys, Wipro and the ways they promoted themselves in the US (Gallagher, 2022). Besides, the information about international marketing philosophies is personal narration of annual reports of corporations. The selection criteria would be relevancy of the research topic, credibility of author, which on the other hand would be basing on common-sense publication and would not exceed 5 years of publication and analysis depth/ depth in terms of cultural aspects and marketing strategies (Magnusson et al., 2022).

3.3 Data Analysis

Qualitative aspect information obtained using secondary sources is analysed using thematic analysis that involves the identification, analysis and reporting patterns or themes of the data.

The thematic analysis is particularly needed in this study since it can be applied to the study of related intricate phenomena of cultural intelligence and the marketing strategies using a structured yet adaptable analytical methodology. It is examined following a approach offered by Braun and Clarke that ensures rigor and transparency (Gallagher, 2022). The first one will be the familiarization with the data at which all the materials received will be thoroughly read, multiple times, introducing the entire idea. The second step is creation of graphs whereby some attributes of the data apparently relevant are identified and adapted. It acquire semantic and latent meanings, which contain the actual utterances of the dimensions of cultural intelligence and metacognitive aspects, cognitive aspects, motivational aspects and behavioral aspects (Magnusson et al., 2022).

The search of the themes is the third step according to which various data are combined into bigger patterns of meanings that respond to the research questions. The fourth step is such revision and clarifying of these themes such that it becomes rightfully representative of the coded data and the entire data. The fifth step would be focused on the themes identification and labeling in which a particular theme is clear and clearly examined (Gallagher, 2022). The final review is the report writing and themes are added up in a narrative supported with bright examples given in secondary sources. The thematic analysis also represents certain element of comparison and addresses the influence of the elements of cultural intelligence on the various aspects of the marketing strategy such as product adaptation, communication styles and pricing strategies (Magnusson et al., 2022).

3.4 Research Strategy

The research strategy employed in this study is a qualitative secondary research strategy that provides emphasis on the interpretation and synthesis of the available scholarly and professional literature. This particular strategy is particularly aligned with the investigation of the nuanced correlation between cultural intelligence and international marketing strategies because the conceptual insights into the unique perceptions may be assimilated and a generalized image formed (Jørgen Hauberg, 2025). This will be systematic literature review and multiple case study analysis, based on the experience recorded among the Indian IT companies in the US market. The two-pronged methodology will enable the development of the theory following the publication of more academic works on paradigms of cultural intelligence and practical experience experienced in real life with references to more marketing practices (Randrianasolo et al., 2024).

3.5 Research Design

The research design will include the explanatory research design in which the study is structured to uncover what will happen, how (causal relationship and be it a causal mechanism) the cultural intelligence will influence the international marketing strategies of the Indian IT companies in United States. An explanatory design is apt when the research has the intention of going beyond the level of description with the intention to find out what causes a contestant phenomena besides finding rational associations between variables or concepts (Jørgen Hauberg, 2025).

Based on the search within the documented situations, theoretical considerations and empirical evidence, the design takes advantage of search methodological approach to come up with consistent explanations (Jørgen Hauberg, 2025). This involves defining the correlation patterns of the cultural intelligence competencies and some of the marketing strategy options which include a standardization and adapt decision, mode of entry and brand positioning strategy. The design will incorporate within-case study and cross-case study in order to uncover the general themes and dissimilar approaches across a number of Indian IT firms (Randrianasolo et al., 2024).

3.6 Research Philosophy

The interpretivism paradigm that emphasizes on understanding the subjective meaning, interpretations and social constructs that define human behaviour and organisational activities underpin the philosophical basis of the research. Interpretivism would also be quite appropriate in this research because the concepts of cultural intelligence and international marketing strategies represent a phenomenon that is intrinsically interpretive in its nature and can not be amicably explained through the prism of pure positivism (Mkansi and Acheampong, 2022). The interpretivist philosophy also acknowledges cultural intelligence as not an easy to quantify individual feature but a multi faceted contextual ability acquired by people in different experiences and organizational cultures. This perception of interpretivist implies that this paper recognizes the presence of multiple realities regarding what contributes to effective cultural intelligence and successful marketing adaptation, which are socially real because of the socialization between Indian hold-in venture of IT business and its American stakeholders (Hazzam and Wilkins, 2021).

3.7 Research Approach

The research design that will be used during the research is inductive that involves extrapolation of some observations and data trends toward generalization and theory learning.

Such a study will be appropriate to an inductive research method as an inductive research method allows developing new insights in accordance with the detailed analysis of secondary data in contrast to applying preconceived notions (Mkansi and Acheampong, 2022). The inductive theory will begin by collecting and immersion in the second-hand sources of the international marketing practices and cultural intelligence of Indian IT companies. It is also identified based on a systematic analysis and patterns and themes can be determined than helps in comprehending the relation between the dimensions of cultural intelligence and some aspects of a marketing strategy. The patterns found in these patterns are, in turn, related to the development of the conceptual frameworks elaborating on how cultural intelligence conditions the levels of the marketing strategies formation and implementation in the US market context (Hazzam and Wilkins, 2021).

3.8 Sampling Technique

The sampling technique adopted in the paper is the convenience sampling method of sampling which is a non-probability form of sampling whereby the sources of data used in the sampling are utilized based on their availability, relevance and accessibility to the subject under study. Convenience sampling can be used, and appropriate in qualitative research secondary data when the focus is to have the comprehensive and descriptive data rather than to reach a statistical representativeness (Alvi, 2022). Convenience sampling technique will be applied in the study; case studies, journal and industry report sample will be taken examining their authenticity in scholarly databases, online repositories, and other resources within the open zone. The sampling frame will include published case study on large companies of Indian IT such as Tata Consultancy Services, Infosys, Wipro, HCL Technology and Tech Mahindra that have authored their experiences in US market (Gajre and Kejriwal, 2024).

3.9 Research Ethics

Even though this study will not involve direct contact with individuals, research ethics does not allow carrying out this secondary research. The ethical issues are largely associated with the appropriate utilization and disclosure of the published accessible materials, attributing credit appropriately to thoughts, and being truthful with regard to assessment and demonstration (Alvi, 2022). All the secondary sources that have been used in the specified research are cited and mentioned in accordance with the applicable academic standards, therefore, the actual authors that have produced intellectual work get the due credit to their intellectual work (Gajre and Kejriwal, 2024).

3.10 Validity and Reliability

Validity

Validity of second qualitative research is the rightness, credibility and trustworthiness of results of the research. In maximizing the validity, a number of strategies are taken. The source triangulation is carried out through getting access to all forms of secondary sources as are academic journals, casebooks and industry reports through which one is able to cross verify information. The research is also clear in regards to the origin of data, criteria of selection and analysis processes (Hazzam, Wilkins and Strong, 2022).

Reliability

Reliability is used to refer to consistency of the research process and its dependability. This study is full of documentation where in every instance where we have conducted a research like search strategies, inclusion and exclusion criteria and coding scheme in forming thematic analysis, their documentation is well documented. It will ensure a clear audit trail that will allow other researchers to possess information about the data collection and data analysis (Hazzam, Wilkins and Strong, 2022).

3.11 Research Onion

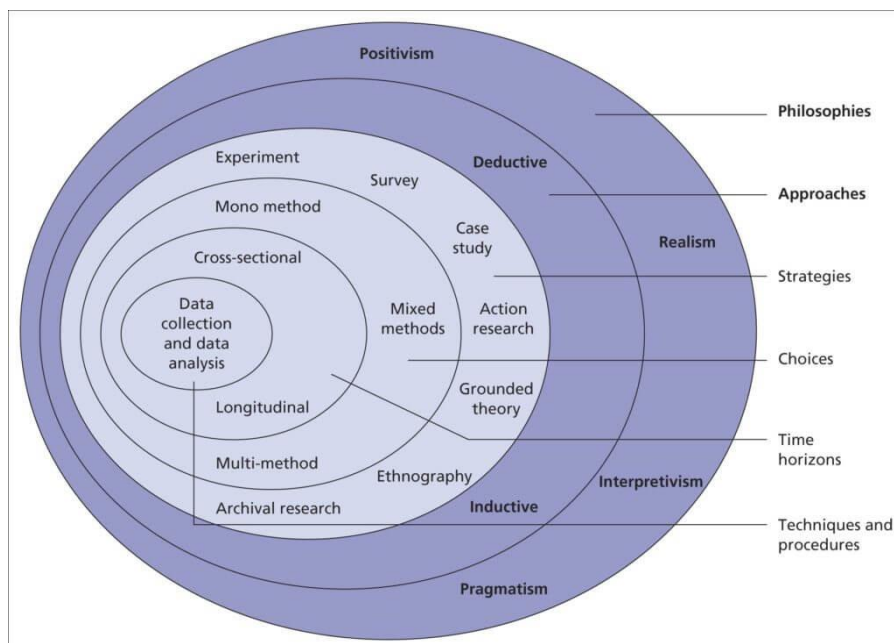


Figure 4: Research Onion Diagram

The adopted framework in the undertaking is the research onion framework and justifies the methodological framework of the research by adequately showing the levels of the research design. The research is philosophical and involves an interpretivist approach, which assumes that there are various contextual realities. Coming up with insights of secondary data is

inductive. The explanatory design assists in the knowing of cause relations between cultural intelligence and marketing strategy. It is a qualitative secondary study of TCS, Infosys and Wipro case studies the thematic analysis as a method of understanding the findings (Hazzam, Wilkins and Strong, 2022).

3.12 Conclusion

Case Study	Company Name	Headquarters (India)	Core Services	Presence in the U.S.	Strategic Focus in the U.S.
Case 1	Tata Consultancy Services	Mumbai	IT services, consulting, digital	Extensive delivery centres and clients	Enterprise solutions and digital transformation
Case 2	Infosys	Bengaluru	IT consulting, outsourcing	Large client base and innovation hubs	Consulting-led growth and client partnerships
Case 3	Wipro	Bengaluru	IT services, cloud, cybersecurity	Multiple offices and delivery centres	Technology solutions and industry specialisation
Case 4	HCL Technologies	Noida	IT services, digital transformation, engineering, cloud	Strong onshore presence, delivery centres and enterprise clients	Digital innovation, engineering services, strategic transformation

Table 1: IT companies

Source: (Hazzam, Wilkins and Strong, 2022)

The chapter of the methodology offered the comprehensive qualitative secondary research framework that was supposed to be used in order to analyze the interdependence between the cultural intelligence and the international marketing strategies. The paper shall seek to generate contextualised and refined knowledge about the application of the cultural intelligence in the US market by the Indian trinity of IT companies, i.e. Tata Consultancy Services (TCS), Infosys

and Wipro during the end of the secondary sources covering the thematic approach i.e. the scholarly literature and case study and the industry reports. Although the research has limitation issues as discussed above in regards to the secondary data and convenience sampling, the selected design demonstrates the methodological rigour on the basis of systematic procedures, multi-source triangulation and explicit documentation. The identified methodological framework offers a decent platform, on which the selected case studies are to be analysed and assists in the formulation of meaningful findings and research discussion.

4. Findings

4.1 Introduction

The chapter offers the findings of the study regarding the impact of cultural intelligence on the international marketing strategies of the Indian IT companies in the United States. This chapter is primarily focused on putting through a systematic expression evidence that has been compiled by means of secondary sources of data by using concentrated case studies (Magnusson et al., 2022). Its findings provide limited insight into how cultural intelligence has impacted marketing decision-making process, manipulating marketing communication tactics, relationship with its clients and brand positioning of the Indian IT companies in the highly competitive and culturally diverse American market. The results are displayed in the form of four case studies of the big Indian IT companies that have built a significant operation and marketing base in the United States. The case studies will be formulated using the information that is publicly available such as annual reports, investor presentations, and press releases as well as the investment of credible business magazines (Randrianasolo et al., 2023).

4.2 Case Studies Overview

4.2.1 Case Study 1: Tata Consultancy Services (TCS)

Introduction and Background

Tata consultancy services (TCS) is a very large software services and services company located in India and its services are distributed all through the whole world to many continents. TCS has a largest presence in the US, the largest individual market of the company in the world, where it retains the largest share of the global revenue (Kang and Sidhu, 2022). The company offers a vast scope of services linked to it including IT consulting, digital transformation, enterprise solutions, cloud computing, and data analytics. The clients of the core sectors, which are banking and financial services, healthcare, retail, manufacturing and telecommunications, use TCS in the U.S. The market of IT services is highly competitive and mature with both local

and international consulting companies dominating the association with the customer (Agarwal, 2024).

The Challenge or Opportunity

The largest problem of TCS in the United States was the necessity to manage the cultural differences that affected marketing performance, customer relation and brand awareness. The differences in communication styles which involved preferences in directness, aggressive presentations and the speed of decision making resulted into the first void between TCS teams and U.S clients. Furthermore, the U.S. customers typically required consultative instead of the performance model of services (Agarwal, 2024). Without good cultural intelligence, TCS would have been regarded as an off-shore service provider and not a strategic partner. It could have resulted in the reduction of trust, incapacitation to compete on high value contracts, as well as poor competition positioning. However, the reality that the U.S. market has a culturally diverse nature was equally translated to a substantial opportunity. Under the local business practices, professional expectations and values formed by customers, cultural intelligence would assist TMC firm to improve its marketing strategy and its cultural competitiveness among other competitors (Kang and Sidhu, 2022).

The Approach and Implementation

TCS has done this by introducing the use of culturally sensitive marketing strategy which is peculiar to the U.S market, in order to handle these problems. The marketing messages were localised to reflect on the innovation, reliability, accountability and long-term partnership that were of high value to the U.S clients (Agarwal, 2024). The marketing messages have also been aligned to the outcome-based stories in which the contribution of the business was taken rather than only the technical capacity. TCS has invested in cross-culture training in the marketing and sales and client facing departments. Through these programs, there was an increase in cultural awareness, effectiveness of communication and knowledge on the U.S. business practices. The second major advantage that the company with the increased local presence had to face was the creation of more U.S based professionals and leaders within its marketing and sales teams (Kang and Sidhu, 2022).

Outcomes and Results

The CIM ideas that TCS put into practice resulted in the improved brand image and customer relations in the United States. The company recorded continued growth in its revenues both in North America and augmented long term corporate transactions with mega corporations in America (Agarwal, 2024). The enhanced localization plan of interaction and enhancement of

communication resulted in an increment in the level of customer satisfaction and confidence. The success parameters were the increase of market share, the increase of client retention rate, and the constant rising of revenues in the U.S. market (Kang and Sidhu, 2022).

4.2.2 Case Study 2: Infosys

Introduction and Background

Infosys is a major Indian based, information technology services and consulting company that has high and long trace of presence in the U.S. The company is a provider of a wide range of services including digital transformation, IT consulting, enterprise application services, cloud solutions and technology outsourcing. U.S. market forms a considerable part of Infosys global income and it is a strategic key to its global operations and its long term growth ambitions (Mastakar and Bowonder, 2023). The American IT service market is highly on the level of technological development and customer demands, which is characterized by the high level of competition. Playing companies in this market are not only interested in technical knowledge but also in the strategic one and the capacity to perform innovations and communication based on the culture. The American customers like openness, communication, and precise outcomes of provision of services (Narus and Seshadri, 2024).

The Challenge or Opportunity

One of the major problems that have been faced by Infosys in the American market has been the perception of the brand and cultural fit. Indian offshore companies have been perceived as fairly affordable outsourcing service providers compared to a potential partner that could provide high value consulting and solutions through innovation (Mastakar and Bowonder, 2023). This image limited the businesses of Infosys to reach high-ranking customers and participate in the strategic decision making procedures of the U.S. companies. Besides, it was challenging that the marketing would be effective in the presence of differences in the communication styles and the expectations on business. The clients of USA generally appreciate direct, aggressive communication and offer clear-cut value propositions, and the uniformity of the messages are achieved at the international stage became a threat of being seen as cold, unclinging unfeeling. Nevertheless, this was an extremely arduous undertaking which had an enormous opening (Narus and Seshadri, 2024).

The Approach and Implementation

Infosys has attempted to address such predicaments by adopting the culturally adaptive model of international marketing in which there has been a focus on localization, engagement and innovation. Among the most notable projects done by the firm was the formation of innovation

hubs and digital studios in the major cities of the U.S (Mastakar and Bowonder, 2023). Those sites allowed Infosys to collaborate with the American clients demonstrating the commitment to the local market and enabling the co-creation of the solution in accordance with the American business needs. Its marketing campaigns were re-structured to emphasize on collaboration, innovation and value creation and not the cost benefits. Infosys also corresponded its message to the corporate values of the U.S. of sustainability, diversity and social responsibility, increase the cultural entry. The company also altered its communication strategy towards being more focused, performance-based and data breached which was highly acclaimed by the U.S. ruling elites (Narus and Seshadri, 2024).

Outcomes and Results

Infosys culturally intelligent marketing theories led to a sufficiently satisfying response of its positioning in the American market. This company had an opportunity to reposition itself as a strategic digital transformation company and consulting company rather than a cost-driven IT service company (Mastakar and Bowonder, 2023). The repositioning assisted Infosys in gaining entry into larger value agreements and excavate deeper into business clients. The expansion of the U.S. revenues and the development of the services based with the consulting and the development of the brand equity were the positive outcomes. The extent to which the international marketing strategies have been culturally informed is also a measure of the effectiveness of such strategies based on more client trust and the quality of client relationship (Narus and Seshadri, 2024).

4.2.3 Case Study 3: Wipro

Introduction and Background

Wipro is a trans-national Indian based information technology service and information technology consulting firm that has presence all over the world with strong presence in the United States. The company also provides a wide range of services and they comprise of digital transformation, cloud services, cybersecurity, data analytics and business process services. Wipro is one of the most significant global markets of U.S., and its overall revenue and strategy also originate there (Singh, Misra and Yadav, 2023). The clients of Wipro located in the U.S. have diverse businesses such as health sector, retail and banking and financial sector, energy and industry. The U.S. IT services market is highly competitive and culturally diverse where companies ought to demonstrate that they can adapt to the cultural setting and deliver high competence which is exhibited not only technically. The U.S customers are highly demanding

with respect to good communication, relationship founded on trust, responsive and individual delivery of services (Rao and Mulloth, 2022).

The Challenge or Opportunity

Some of the major hindrances that Wipro faced in the American market were cultural differences that affected communication, relationship building, and client expectations among others. The difference in style of business communication applied, manner of negotiation and setting expectations regarding service delivery created some misunderstandings between Wipro team and their U.S. customers at some point. These challenges may deter loyalty of clients and reduced success of marketing programs (Singh, Misra and Yadav, 2023). Another larger issue that Wipro faced was the brand differentiation within the current oversaturated and competitive market regarding the IT services. The majority of Indian IT companies were perceived to be equal in the sphere of providing zip because in this way, they would not have an opportunity to rival one another in terms of their price and technical expertise. However, it was a great opportunity as well (Rao and Mulloth, 2022).

The Approach and Implementation

In order to counter such problems, Wipro has used cultural intelligence as part of its international marketing and client-related practices. It has localized its marketing communication to an increased level in accordance with the U.S. values of business clarity, accountability, innovations and partnership. The marketing messages were tailored to concentrate on the performance of the business and the affinity by the industry as well as the long term value creation instead of the technical delivery (Singh, Misra and Yadav, 2023). Wipro has invested on cross cultural trainings to create a high level of cultural awareness and sales and client facing group effectiveness in communications with its marketing teams. These courses were directed to the description of business norms, professional manners in the U.S., patterns of negotiations, and decision-making in the U.S. Wipro aimed to attain cultural competence that would help in developing relationships with the U.S. clients and streamline relationships management (Rao and Mulloth, 2022).

Outcomes and Results

The cultural intelligence integration led to a successful journey in the U.S market when it was presented as part of its international marketing strategy by Wipro. Further improved communications and engagement culture translated into the same practices also resulted in the company expecting increased customer satisfaction and longer term relationships (Singh, Misra and Yadav, 2023). Wipro customized their marketing messages and applied the

consultative style that were favourably accepted by clients. The growth in performance was reflected in the growth in strategic accounts, growth in the customer retention levels and the improvement in the level of service quality (Rao and Mulloth, 2022).

4.2.4 Case Study 4: HCL Technologies

Introduction and Background

HCL Technologies is a top global Indian based IT service and consulting firm which currently enjoys a robust operation foundation in the United States. This has experienced the company expanding its presence over the past two decades in North America which constitute a significant share of the overall revenues. HCL services include a wide range like services of digital transformation, cloud services, and engineering and research and development services, cybersecurity services, artificial intelligence services, and infrastructure services (Kang and Sidhu, 2022). The U.S. market characterized by the development of the degree of technological progress, innovative demand, and the existence of a sufficient number of competing service offerors is not just a strategic opportunity but also a sophisticated cultural environment to HCL. In this case, the only option to win this market is not only to be technologically superior but also to be familiar with the expectations of clients, the business standards and ways of communication that turned out to be a part of the American culture of corporations (Singh, Misra and Yadav, 2023).

The Challenge or Opportunity

At its inception, HCL was experiencing the same challenge as other Indian IT firms in the United States. This problem of perception barrier was one of the biggest. HCL as well as many other offshore service providers had generally been treated not as a strategic change agent who would introduce new ideas but rather as a cheap outsourcing company. With such an impression, this limited access to high value consulting engagements and the best strategic decision making positions in the American businesses (Kang and Sidhu, 2022). Moreover, it was the difference in communication styles and expectations of managers that triggered the creation of the relational gaps. The U.S. clients tend to value openness of communication, promptness in making decisions, accountability, and concrete outcome. Instead, the misunderstandings or accelerated misalignment at certain point was caused by some of the traditional hierarchical and indirect communication strategies, which were characteristic of the Indian corporate culture. These differences had a connotation of the effectiveness of marketing, client and brand positioning. The enhanced digital transformation of the American industries,

particularly when it comes to cloud migration, automation, cybersecurity, and AI, however, provided a huge opportunity (Singh, Misra and Yadav, 2023).

The Approach and Implementation

To address these threats, HCL has implemented cultural intelligence in its international marketing and client based activities as a strategy. Firstly, the firm merged its operations locally in the United States via the development of onshore delivery centres and hiring of American executives and business professionals. This local leadership made it easier to align cultures in a bigger way, and establish more credibility towards the U.S. clients. Second, HCL invested its cross cultural training program to its sales, marketing and client facing teams (Kang and Sidhu, 2022). Third, the corporate message of the company shifted as well to align with the corporate priorities in the U.S. Promotional messages also shifted towards the agility, innovation, quantifiable contribution to the business, and long-term partnership instead of cost efficiency. Case-based stories, performance measurements and industry experience were more value communicating propositions. In addition, HCL was aligned to the consultative selling approach which favoured co-creation with the clients. The company recruited the customers in solution design and transformation initiatives thereby increased the relational trust and strategic capability (Singh, Misra and Yadav, 2023).

Outcomes and Results

The cultural intelligence that was integrated into HCL marketing strategy paid off in the US market by an enormous margin. The company has redefined itself gradually into a cost-based outsourcing firm to an integrated tactical digital transformation firm. Better relations and enhanced customer trust as well as enhanced effectiveness of the communication and local management. Another company that indicates a more favorable brand identity and confidence is HCL that procured more valuable deals in digital services, cloud transformation, and engineering solutions (Kang and Sidhu, 2022). It boosted the client retention rates and business relationships with enterprises that were long term. Its engagement strategy that was consultative and culturally oriented to fit the customers in a saturated market with IT services encouraged high level of customer satisfaction and competitiveness differentiation of the firm (Singh, Misra and Yadav, 2023).

4.3 Data Sources and Citation

The drafting of the conclusions in this chapter is entirely based on the secondary data, as it is valid and anyone in society can access it. They include the yearly reports of the company, the pitch to investors, official press releases, credible financial news reports, industry publications

and academic publications. The validity of the case study findings has been ensured by integrating the use of various sources which have been proven (Katsikeas, Leonidou and Zeriti, 2022).

4.4 Chapter Summary

Case	Challenge	Opportunity	Solution	Strategic Implications	Outcomes
TCS	Cultural misfit, weak partner image	Reposition in diverse U.S. market	Localised messaging, CQ training, U.S. leaders	Shift to consultative, outcome focus	Better image, retention, revenue growth
Infosys	Low-cost brand perception	Demand for digital consulting	Innovation hubs, adapted communication	Move to high-value consulting	Larger contracts, stronger brand, growth
Wipro	Communication gaps, weak differentiation	Differentiate via relationships	Localised marketing, cultural training	Relationship-led, adaptive strategy	Higher satisfaction, retention, accounts
HCL	Outsourcing stereotype, cultural gaps	Growth in digital transformation demand	Local leadership integration, CQ training, consultative marketing	Reposition as innovation-driven strategic partner	Stronger brand equity, high-value deals, revenue growth

Table 2: Summary of Case Studies – Cultural Intelligence and Marketing Strategy

The table is a summary of the role of cultural intelligence in the international marketing of three of the best Indian IT companies in the United States. Cultural problems that are unique in each case entail communication differences, brand perception and positioning. Meanwhile, the diverse and innovation-driven U.S. market with cultural diversities offered major opportunities in strategic repositioning. All three companies transitioned to receive all the three

solutions through culturally adaptive like localisation of marketing messages, cross cultural training and increased local presence to adopt images of cost driven outsourcing to that of consultative value creating partners. The cultural intelligence provided a strategic competitive advantage, thereby allowing the company to have good client relationships, brand equity and market differentiation, hence improved revenues, client retention and competitive advantage in the U.S. market in the long run.

5. Discussion and Analysis

5.1 Purpose and Positioning

This chapter describes and generalises the findings of Chapter 4 both in terms of theoretical foundation and empirical support presented in Chapter 2. Rather than reiterating the case scenarios of the respective cases, the argument has pursued a cross-case analytical method to explain how cultural intelligence (CQ) has affected the international marketing policies of the Indian IT firms that operate in the United States (Coward, 2024). CQ is a strategic capability that is impacted in the chapter, and that helps to influence market entry posture, communicate effectively, positioning the brand, developing brand relationships, and long-term performance outcomes in highly competitive and culturally diverse circumstances (Khanna and Palepu, 2023).

The aim of this chapter is tri fold. First, it links the empirical results obtained by TCS, Infosys and Wipro case study by relating them to the existing theories in the field of international marketing, cross cultural management and strategic management including cultural intelligence theory, resource based view (RBV), dynamic capabilities and global local strategy theories (Coward, 2024). Second, it identifies points of similarity and difference between the literature and the practices which were experienced among the Indian IT companies in the American market. Third, the conceptual knowledge is sharpened by defining the cases of situations, when the international marketing becomes more effective due to cultural intelligence (Khanna and Palepu, 2023).

The discussion space is notoriously integrative as opposed to descriptive. The discussion will generalise evidence on cases to develop generalisable information on how one can use culturally adaptability strategies to enable Indian IT companies to rebrand themselves into low-cost offshore sourcing companies to high-value strategic partner firms (Coward, 2024). The chapter demonstrates how CQ has been used at the individual level and as a capability of organisations that are integrated into its marketing systems, leadership structure, model of training processes and model of interaction with client (Khanna and Palepu, 2023).

5.2 Analytical Framework and Logic

The framework of this analysis is supported by the Cultural Intelligence Theory, which occurs in combination with the framework of resource-based view and dynamic capabilities that was introduced in Chapter 2. Cultural intelligence is postulated to be a multidimensional skill in the form of cognitive, motivational and behavioural skills so that firms and managers can work effectively within the multi-cultural work environment (Fratello, 2024). CQ is a valuable, rare and inimitable asset in the eyes of RBV and can be considered on the basis of the long-term competitive advantage, which is established in the organisational routines and operations of marketing actions. The dynamic capabilities theory further explains the response by the companies to capture and change resources as a response to the uncertainty in the environment such as the culturally diverse American market (Rachmad, 2022).

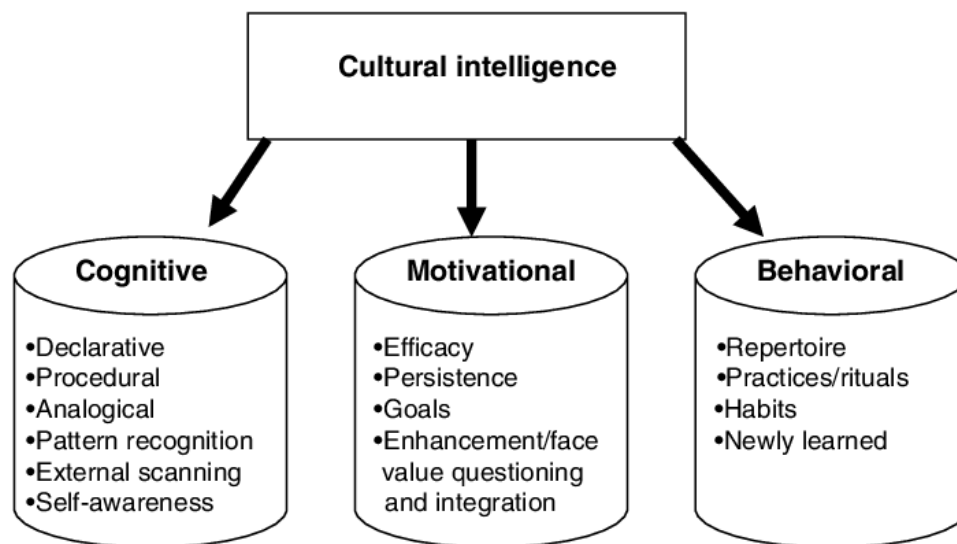


Figure 5: Cultural Intelligence Theory

Source: (Fratello, 2024)

The cross-case themes have the primary role in the analysis structure according to the key constructs studied in the literature analysis. Themed approach is applied to ensure that Chapter 2 is coordinated and comparison of cases on a systematic basis is carried out. It discusses five themes which are related and one of them has been related as cultural intelligence as a strategic marketing resource, the localisation concept and how to adapt the communication, the concept of repositioning brand and value building, relationship creation and trust building and the organisational mechanisms of creation of capabilities (Rachmad, 2022). In both themes, the discussion has its foundation based on the research on the literature that has been done before, on cross-case data, and the analysis offered is one of a compare/contrast analysis that attempts to establish convergence, divergence, contingencies and refined insights. It is a mixed

reasoning that is driven by the theories and data. The determination of the themes will be governed by theoretical constructs and empirical tendencies whereby the situation will minimise the cases and contextualise them informed by the theoretical expectations. So that the chapter may stop confirmation to the theory extension since it can be seen that there are mechanisms of how the CQ affects marketing strategy in knowledge intensive services industries operating within developed economies (Fratello, 2024).

5.3 Cross-Case Synthesis: Compare and Contrast with Literature

Theme 1: Cultural Intelligence as a Strategic Marketing Capability

Past researches put cultural intelligence as a must-have quality as an individual and organisational ability as it enhances performance across borders, quality of negotiation and performance of international negotiation. This is the research that makes use of the RBV and dynamic capabilities and that cross-cultural competencies could assist the firms to adjust the strategies and reduce the relational friction and value creation in the foreign markets (Dawson, 2024). CQ has also been linked with market orientation, adaptive selling and quality of relationships in international marketing. In the three cases, CQ seems to be a strategy tool and not a periphery of soft skills. TCS instilled cross-cultural training and located U.S. executives to marketing units; Infosys invested in innovation centres to allow co-creation to the American customer, Wipro formalised cultural training and relationship-based marketing. CQ decided in both the case not only types of communication, but also style of strategic positioning and organisational structures, among others (Magnusson et al., 2022).

At this, the results can be considered rather similar to the literature where CQ is considered a generator of competitive advantages. However, the cases develop on the already existing research by demonstrating that CQ operates on an organisational level through systems, composition of leaders and routines facing the market (Papadopoulou et al., 2022). The firms developed institutionalised modes of perception and reaction to the cultural requirements rather than being played, on the skills of the expatriate managers themselves. This supports the claims of dynamic capabilities that the adaptability depends on organisational processes, as compared to the individual competencies. Cultural intelligence as a strategic organisational capability offers the foundation of effectiveness to the leadership, training and client engagement processes on an international marketing success (Magnusson et al., 2022).

Theme 2: Localisation and Communication Adaptation

The conflict that is identified by the international marketing theory is that between standardisation and accommodation. In the global local debate, it is indicated that congruency

of culture establishes effective communication and in service-dominant logic, co creation and interactive communication is placed in the limelight (Papadopoulou et al., 2022). The styles of misaligned communication are combative of trust and perceived competence and cross-cultural distance studies indicate the absence of such features of cross-cultural communication. The three companies did not shift their global communication towards highly localised communication strategies to standardised global communication. TCS remained recalibrated stories that were innovation and partnership-centered; Infosys relied on performance-based, data-centric communication was too U.S. business-pattern-congruent and Wipro reduced to conciseness, responsibility and consultative communication. The American expectations of being outcome oriented and direct fitted all the firms in terms of the tone, style of content and delivery (Abyzov, 2024).

The findings are in line with the theory of adaptation because it confirms that the concept of localisation enhances credibility and interest. Another aspect that did not change was the basic brand values, and adaptation of the local execution to the local standards (Dawson, 2024). Diversity exists in the role of co-creation: The innovation hubs at Infosys promote novel concepts of bringing clients to the marketing and solution design to a larger extent than the traditional models emphasize in the models of adaptation. Localization of communication improves marketing effectiveness wherein the corporations operate at the same level of branding globally and local understanding and interaction or manner of communicating agreeable to the local society (Abyzov, 2024).

Theme 3: Brand Repositioning and Value Creation

The empirical data available on the impacts of country-of-origin and service branding have revealed that the new market firms are prone to face low-cost stereotypes that limit their potential free access to the high-value is segment of the market. Repositioning is not tactical, and requires conveying competence, innovation and association to partnership (Dawson, 2024). The value co-creation and not the exchange are concentrated on relationship marketing and service dominant logic. Infosys has repackaged itself in a clearer way into a cost-based outsourcing company to a strategic digital transformation company. TCS and Wipro had done the same by redefining their brands under long term alliance, responsibility and creativity. The marketing narratives concerned business outcomes and not delivery in technical terms (Magnusson et al., 2022).

These findings are rather strong in regards to contributing to branding literature that underlies the elements of signalling and repositioning. The cases also build on this literature by

demonstrating that CQ is a pre-condition of credible repositioning: unless there is cultural alignment, there will run the danger of rebranding being perceived as being superficial (Papadopoulou et al., 2022). This is because there must be a contingency in which repositioning works most effectively when one is able to have a visible local presence that can be described as co-creation platforms and leadership integration. Cultural intelligence enables the portability of moving under a respectable branding of low-cost vendor and strategic partner via alignment of value propositions with the motives of the host-market (Magnusson et al., 2022).

5.4 Integration to Conceptual Model or Propositions

Returning to the argumentative framework presented in Chapter 2, the findings largely substantiate the hypotheses that were put across in reference to cultural intelligence, marketing adjustments, relationship quality and marketing outcomes in performance (Perić, Vitezić and Đurkin, 2023). This is established to have a positive influence in the effectiveness of CQ on the repositioning of the brand and the establishment of trust and relationship that in turn facilitates the rise in revenues, retention of clients and formation of strategic accounts. However, it can be analyzed that several refinements are made. First of all, CQ is an organisational dynamic competence, rather than an individual attribute that moderates the relationship during the complexities of the market and marketing performances (Perrey et al., 2023).

Forming the basis of the second, there are moderating influences of localisation and repositioning and modulated through local based organisational mechanisms (local presence of leadership and co-creation platforms). Third, the quality of relations is a mediator of the impact of CQ on financial outcomes partially (Perić, Vitezić and Đurkin, 2023). This can be stripped down into an elaborated conceptual orientation which is: organisational cultural intelligence → adaptive communication and localisation → brand repositioning → relationship quality → market performance which are mediated by leadership integration and learning systems. These implications suggest that the new propositions of CQ performance impact under the condition of institutionalisation and market maturity (Perrey et al., 2023).

5.5 Robustness Considerations

Several alternative explanations warrant consideration. This growth of performance may in part be due to broader trends of digitization or spending of the firm not necessarily on CQ. Brand repositioning can also be due to the technological ability though it is not always dependent on cultural adaptation. The reason behind this is that the only secondary data applied might encounter the potential publication and attribution bias given that more successful

initiatives are covered (Koners and Goffin, 2023). However, the multiple sources triangulation and congruence of three cases of study contribute to robustness. The trend in the similarity of the areas of localisation, training and relationship results reveal that the results are not localised. There is no possibility to state that the causes definitely exist but on the other hand, it is clear, that the mechanisms exist, may be, in every firm and this makes the credibility stronger (Gajre and Kejriwal, 2024).

5.6 Practical Synthesis (Bridge to Chapter 6)

The cross-case analysis yields several practice-ready insights. To institutionalise the cultural intelligence in firms, it is important that the firms should also ensure the culture intelligence is institutionalised through the structuring of the training methods, incorporation of local leadership and system of persistent learning. Second, it should have international brand consistency and denationalisation of communication design to the locals (Koners and Goffin, 2023). Third, repositioning should be aligned with visible practices of co-creation and models of consultative selling. Fourth, the relationship measures such as trust and retention should be used to supplement the use of financial KPIs in measuring the knowledge of international marketing. Finally and most importantly, CQ investments are allegedly destined to the high-value segments where relational differentiation yields maximally (Gajre and Kejriwal, 2024).

5.7 Chapter Summary

This chapter has revealed that cultural intelligent is a strategic capability of interest that dictates international marketing strategies of India-based information technology companies in the United States. The findings are consistent with the other theories i.e. the international marketing and dynamic capability theories and develop them by proposing organisational level mechanisms, and boundary conditions. Cultural intelligence improves effective localisation, belief brand positioning, improved relationship and high performance deliverables. These refined insights bring about the theoretical and managerial inferences of the next chapter.

6. Conclusion

6.1 Introduction

The chapter summarises the main findings of the study, gives the conclusions that relate the findings to theories and their managerial implications and summarises the literature limitations and the future research directions of the study. Its focus was to study the impact of cultural intelligence (CQ) on the international marketing strategies of the Indian IT companies to the United States. In Chapter 4, a secondary data, multi-case study design was used and in Chapter 5, a cross-case analytical design, the study assessed the evidence provided by top-ranked firms

like TCS, Infosys, Wipro and HCL Technologies to determine common patterns and explanatory strategies.

6.2 Brief Summary of Key Findings

What consistently worked, when, and why: The firms that integrated CQ in the cognitive, motivational, metacognitive, and behavioural levels were more efficient at localising the communication, repositioning their brand, and enhancing long-term relationships with clients. This especially worked well in the high-contact, relationship-heavy service settings like the U.S. enterprise IT consulting.

Mechanism of impact: CQ improved relationship quality which served as a mediating mechanism between culturally informed marketing strategies and performance outcomes (client retention, brand equity and increase in revenue).

Strategic repositioning: Companies that integrated technical expertise with improvements that employ culture as a means of engagement managed to adjust the perception of the market to portray low-cost offshore vendors as strategic transformation partners.

Divergence under specific conditions: When cultural adaptation was less superficial or had no backing of local leadership and governmental structures, the influences of CQ were at the echelon. The only performance improvements were dependent on institutionalised cross cultural training, decentralisation of decision making and conformity to the U.S. expectations of transparency and innovation.

6.3 Theoretical Implications

Contribution 1: Clarifying the Theoretical Base

To begin with, the results apply the Cultural Intelligence (CQ) theory, which illustrates its strategic relevance at organisational level. Whereas the conceptualisation of CQ in the previous literature describes it as an individual ability consisting of cognitive, metacognitive, motivational, and behavioural components, the cross-case evidence suggests that the place of CQ as a dynamic capability at the firm-level is manifested in routines training, structures of leadership, and marketing. The study is based on the Resource-Based View (RBV), which contributes to the position that competitive advantage is based on rare, valuable, inimitable, and non substitutable resources. When institutionalised, cultural intelligence qualifies these criteria since it is social complex and path dependent.

Contribution 2: Boundary Conditions and Contingencies

Second, the study determines some significant boundary conditions. In the service-based and relational services, where the trust and the long term contract are predominant, the relationship

between cultural adaptation and the marketing performance is cemented in the canons. Its effect is however inferior in transactional or extremely standardised service offerings with lesser intensity of cultural interaction. Also, organisational governance mediates the CQ performance association. CQ was better translated into marketing when there was local leadership control and cross-cultural training. On the other hand, local empowerment was scarce, and decision-making was centralised which contributed to the lack of influence of the culturally informed strategies. The findings are enough to classify the current assumptions of the international marketing literature, which assume higher performance due to adaptation being the only thing necessary but, on the contrary, institutions and clarity of governance must underpin it.

Contribution 3: Mechanisms and Process Insights

Third, the study sheds light on causal processes that would identify how CQ will affect marketing performance. The cases indicate culturally intelligent practices enhance the quality of relationships which mediate on the performance outcomes. Trust and credibility are enhanced because of improved transparency, communication styles that are culturally sensitive, and responsiveness to the business expectations of the U.S. The mechanisms including cross cultural training programmes, integrating local leadership as well as using collaborative client co-creation platforms as institutions minimize misunderstanding and enhance the ease with which best practices spread. These processes decrease cognitive disparity between company and client, and, therefore, enhance efficiency in the negotiation process and stability in the long-term engagement. The results support service-dominant logic which lays stress on service co-creation through relationship interaction. Cultural intelligence enhances relational infrastructure that must form the basis of co-created value in global IT services.

Contribution 4: Integrative Refinement of the Conceptual Model

Fourth, the study enhances the notion of study that was introduced in Chapter 2. Relationship quality was made as a focal mediating variable by the cross-case analysis in the relationship between CQ and marketing performance. Also, a moderating factor that came up was governance structure and local leadership. The sophisticated variant thus makes CQ a more advanced dynamic capability that affects the marketing strategy adjustment which further impacts the relationship quality, resulting in the better performance results. This channel is enhanced by governance clarity and decentralised power while exactly the opposite happens when the centralisation is inflexible and rigid.

Literature Positioning and Generalisability

These are contributions that are consistent with and build up on previous studies on CQ (Ang and Van Dyne), RBV (Barney) and dynamic capabilities (Teece). Although previous research has been done at an individual level on cross-cultural competence, this study has proved the strategic implications at the organisational level in the global IT services. Generally, in terms of generalisability, the results can be broadly generalised to service based, knowledge-based business across culturally diverse and relationship based market. The more digitally mature firms with high interaction with their clients stand a better chance of benefiting off of culturally intelligent strategies. The lessons can be transferred to the consulting and financial services and other professional services industry that works in developed markets with high institutions expectations.

6.4 Managerial Implications

1. Institutionalise Cultural Intelligence as a Strategic Capability

What to do: Integrate CQ and local organisational practices by putting in place formal cross cultural training, leadership development and appraisal systems.

Why it matters: Institutionalised CQ enhances the sensing and adaptation processes and increases trust in clients and retention.

How to implement: Develop training modules, introduce cultural measures to leadership KPIs, and make them local champions of the market.

Metrics: Client retention rates, repeat contract value, employee cultural competency assessment, and client satisfaction (CSAT/NPS).

2. Empower Local Leadership in Key Markets

What to do: Authorize local decisions of U.S. executives but retain global strategic orientation.

Why it matters: The clarity of local governance increases local responsiveness and inhibits cultural misfit.

How to implement: Have clear limits to local adaptation rights, establish cross border coordination difficulties, and have the ease of reporting channels.

Metrics: Turnaround rates of proposals, conversion to deal rates, and local client satisfaction rates.

3. Align Value Propositions with Cultural Expectations

What to do: Rebrand branding as cost-efficient to innovational, transparent and partner.

Why it matters: It is essential to U.S. clients because they appreciate strategic partnership and responsibility.

How to implement: Find ways of adjusting communication styles, focusing on thought leadership content and stressing case-based value creation.

Metrics: Brand perception Survey, win-rate in competitive bids, and brand equity measures.

4. Strengthen Relationship Management Infrastructure

What to do: Co-creation platforms and facilitated client engagement forums.

Why it matters: There is mediation of quality in relationship and performance outcomes.

How to implement: Perform CRM systems with cultural feedback loops and frequent executive level involvement forums.

Metrics: Renewal rates of deals, average duration of deal and upselling rates.

6.5 Limitations and Directions for Future Research

This research is limited in a number of ways. To begin with, the use of secondary data may result in the bias of the sources and vendors, where the companies report only positive results. Second, the focus on Indian IT companies that have been established on the United States has constrained the contextual generalisability. Third, causal inference has measurement constraints; comparisons between counterfactuals are not performed, and thus CQ effects can hardly be distinguished between and other strategic variables.

To validate the improved propositions, future studies ought to utilize mixed-method and longitudinal research designs to examine how the study hypotheses found in industries and geographies hold. The relationship between CQ and the performance may recall multi-industry panel data to check whether this correlation prevails in the manufacturing sector or the financial services sector. Micro-level research may address the individual employee adoption behaviours, cross-cultural dynamics of negotiation or human-AI interaction in marketing. The issue of platform governance, institutional distance, and regulatory impact across markets may be explored at the macro level.

6.6 Closing Statement

This research has proven cultural intelligence to be a strategic organisational competency that promotes the effectiveness of international marketing in the culturally intricate service markets. The study also combines the CQ with dynamic capabilities and resource-based views to emphasize the fact that culturally intelligent practices empower the quality of relationships, brand positioning and competitive advantage. The insights can especially be considered in knowledge-based, relationship-based industries that cross institutional and cultural borders.

References

Abyzov, V. (2024). Localisation as Sociocultural Adaptation of Modern Design of Visual Communications. *Culture and Arts in the Modern World*, [online] (25), pp.162–181. doi: <https://doi.org/10.31866/2410-1915.25.2024.312664>.

Agarwal, P. (2024). Strategic Innovations in Tata Consultancy Services. *FIIB Business Review*, 5(1), pp.33–42. doi: <https://doi.org/10.1177/2455265820160104>.

Alvi, M. (2022). *A Manual for Selecting Sampling Techniques in Research*. [online] Munich Personal RePEc Archive. doi: <https://mpra.ub.uni-muenchen.de/70218/>.

Ang, S., Ng, K.Y., Rockstuhl, T., Tan, M.L. and Koh, C. (2022). Sub-Dimensions of the Four Factor Model of Cultural Intelligence: Expanding the Conceptualization and Measurement of Cultural Intelligence. *Social and Personality Psychology Compass*, [online] 6(4), pp.295–313. doi: <https://doi.org/10.1111/j.1751-9004.2012.00429.x>.

Cabral, Â.M.R., Carvalho, F.M.P.O. and Ferreira, J.A.V. (2023). International Strategic Management: A Conceptual Model with Top Managers' Emotional Intelligence, Cultural Intelligence, and Networking. *Information*, [online] 11(12), p.577. doi: <https://doi.org/10.3390/info11120577>.

Cohen, L., Manion, L. and Morrison, K. (2023). Validity and reliability. *Research Methods in Education*, [online] pp.245–284. doi: <https://doi.org/10.4324/9781315456539-14>.

Coward, C.T. (2024). Looking Beyond India: Factors that Shape the Global Outsourcing Decisions of Small and Medium Sized Companies in America. *The Electronic Journal of Information Systems in Developing Countries*, 13(1), pp.1–12. doi: <https://doi.org/10.1002/j.1681-4835.2003.tb00091.x>.

Damaschin (2022). *CULTURAL INTELLIGENCE: THE TAO TO INTELLIGENT PERSPECTIVE IN A DIVERSE ENVIRONMENT*. [online] jpcreativeenterprise. doi: <https://www.japancreativeenterprise.jp/single-post/2020/01/09/CULTURAL-INTELLIGENCE-THE-TAO-TO-INTELLIGENT-PERSPECTIVE-IN-A-DIVERSE-ENVIRONMENT>.

Dawson, R. (2024). Knowledge capabilities as the focus of organisational development and strategy. *Journal of Knowledge Management*, 4(4), pp.320–327. doi: <https://doi.org/10.1108/13673270010379876>.

Fratello (2024). *Figure 3 Facets of cultural intelligence (Earley, 2002)*. [online] ResearchGate. doi: https://www.researchgate.net/figure/Facets-of-cultural-intelligence-Earley-2002_fig3_5223211.

Gajre, S. and Kejriwal, S. (2022). Cross-cultural competitive intelligence strategies. *Marketing Intelligence & Planning*, 27(5), pp.666–680. doi: <https://doi.org/10.1108/02634500910977881>.

Gajre, S. and Kejriwal, S. (2024). Cross-cultural competitive intelligence strategies. *Marketing Intelligence & Planning*, 27(5), pp.666–680. doi: <https://doi.org/10.1108/02634500910977881>.

Gajre, S. and Kejriwal, S. (2024). Cross-cultural competitive intelligence strategies. *Marketing Intelligence & Planning*, 27(5), pp.666–680. doi: <https://doi.org/10.1108/02634500910977881>.

Gallagher, M. (2022). Researching with Children and Young People : Research Design, Methods and Analysis. *Researching with Children and Young People*, [online] pp.1–248. doi: <https://www.torrossa.com/gs/resourceProxy?an=4913093&publisher=FZ7200#page=78>.

Gbabo, E. (2022). Client relationship management framework for trust and retention in facility services. *International Journal of Multidisciplinary Research and Growth Evaluation*, [online] 1(2), pp.174–182. doi: <https://doi.org/10.54660/ijmrge.2025.1.2.174-182>.

Hazzam, J. and Wilkins, S. (2021). International marketing capabilities development: The role of firm cultural intelligence and social media technologies. *Journal of Marketing Theory and Practice*, pp.1–17. doi: <https://doi.org/10.1080/10696679.2021.1946409>.

Hazzam, J., Wilkins, S. and Strong, C. (2022). The impact of social media technologies on organization cultural intelligence and new product development in international markets. *Cross Cultural & Strategic Management*. doi: <https://doi.org/10.1108/ccsm-03-2022-0046>.

- Jørgen Hauberg (2025). *Research by design : a research strategy*. [online] Revista doi: <https://research.ulusoфона.pt/pt/publications/research-by-design-a-research-strategy-8>
- Kang, L.S. and Sidhu, H. (2022). Talent Management at Tata Consultancy Services. *Global Business Review*, 12(3), pp.459–471. doi: <https://doi.org/10.1177/097215091101200308>.
- Katsikeas, C., Leonidou, L. and Zeriti, A. (2022). Revisiting International Marketing Strategy in a Digital Era. *International Marketing Review*, 37(3), pp.405–424. doi: <https://doi.org/10.1108/IMR-02-2019-0080>.
- Kerzner (2022). *Client Relationship Management and Trust Building*. [online] doi: https://www.researchgate.net/figure/Trust-building-measures-in-the-different-stages-of-the-customer-relationship-development_fig2_220895750.
- Khandekar, A. and Sharma, A. (2022). Organizational learning and performance. *Education + Training*, 48(8/9), pp.682–692. doi: <https://doi.org/10.1108/00400910610710092>.
- Khanna, T. and Palepu, K. (2023). Title: The Evolution of Concentrated Ownership in India: Broad Patterns and a History of the Indian Software Industry. [online] ISBN, pp.0–226. doi: <https://www.nber.org/system/files/chapters/c10272/c10272.pdf>.
- Koners, U. and Goffin, K. (2023). Learning from Postproject Reviews: A Cross-Case Analysis. *Journal of Product Innovation Management*, 24(3), pp.242–258. doi: <https://doi.org/10.1111/j.1540-5885.2007.00248.x>.
- Magnusson, P., Westjohn, S.A., Semenov, A.V., Randrianasolo, A.A. and Zdravkovic, S. (2023). The Role of Cultural Intelligence in Marketing Adaptation and Export Performance. *Journal of International Marketing*, 21(4), pp.44–61. doi: <https://doi.org/10.1509/jim.13.0055>.
- Magnusson, P., Westjohn, S.A., Semenov, A.V., Randrianasolo, A.A. and Zdravkovic, S. (2022). The Role of Cultural Intelligence in Marketing Adaptation and Export Performance. *Journal of International Marketing*, 21(4), pp.44–61. doi: <https://doi.org/10.1509/jim.13.0055>.
- Magnusson, P., Westjohn, S.A., Semenov, A.V., Randrianasolo, A.A. and Zdravkovic, S. (2022). The Role of Cultural Intelligence in Marketing Adaptation and Export Performance. *Journal of International Marketing*, 21(4), pp.44–61. doi: <https://doi.org/10.1509/jim.13.0055>.

- Magnusson, P., Westjohn, S.A., Semenov, A.V., Randrianasolo, A.A. and Zdravkovic, S. (2022). The Role of Cultural Intelligence in Marketing Adaptation and Export Performance. *Journal of International Marketing*, 21(4), pp.44–61. doi: <https://doi.org/10.1509/jim.13.0055>.
- Mastakar, N. and Bowonder, B. (2023). Transformation of an entrepreneurial firm to a global service provider: the case study of Infosys. *International Journal of Technology Management*, 32(1/2), p.34. doi: <https://doi.org/10.1504/ijtm.2005.006817>.
- Mkansi, M. and Acheampong, E.A. (2022). Research Philosophy Debates and Classifications: Students’ Dilemma. *Electronic Journal of Business Research Methods*, [online] 10(2), pp.pp132-140–pp132-140. doi: <https://academic-publishing.org/index.php/ejbrm/article/view/1295>.
- Narus, J.A. and Seshadri, D.V.R. (2024). Infosys Technologies LTD.: Growing Share of a Customer’s Business. *Vikalpa*, 32(4), pp.127–146. doi: <https://doi.org/10.1177/0256090920070409>.
- Noronha, E. (2020). *The Indian IT industry: A global production network perspective*. [online] www.econstor.eu. doi: <https://www.econstor.eu/handle/10419/214648>.
- Papadopoulou, P., Andreou, A., Kanellis, P. and Martakos, D. (2022). Trust and relationship building in electronic commerce. *Internet Research*, 11(4), pp.322–332. doi: <https://doi.org/10.1108/10662240110402777>.
- Patel, T. and Salih, A. (2023). Cultural Intelligence: A Dynamic and Interactional Framework. *International Studies of Management & Organization*, 48(4), pp.358–385. doi: <https://doi.org/10.1080/00208825.2018.1504474>.
- Perić, M., Vitezić, V. and Đurkin, J. (2023). Business Model Concept: An Integrative Framework Proposal. *Managing Global Transitions*, 15(3), pp.255–274. doi: <https://doi.org/10.26493/1854-6935.15.255-274>.
- Perrey, R., Johnston, A., Lycett, M. and Paul, R. (2023). Value propositions: a new conceptualisation for integration. *Journal of Enterprise Information Management*, 17(2), pp.142–163. doi: <https://doi.org/10.1108/17410390410518781>.

Rachmad (2022). Cultural Intelligence Theory. *Logroño Vino Publicaciones Internacionales, Edición Especial 2022*. [online] doi: <https://doi.org/10.17605/OSF.IO/8G4U3>.

Randrianasolo, A., Semenov, A., Arnold, M. and Reynolds, K. (2023). A model of cultural intelligence and global identity. *Journal of Consumer Marketing*, 37(7), pp.821–832. doi: <https://doi.org/10.1108/jcm-05-2019-3244>.

Randrianasolo, A., Semenov, A., Arnold, M. and Reynolds, K. (2023). A model of cultural intelligence and global identity. *Journal of Consumer Marketing*, 37(7), pp.821–832. doi: <https://doi.org/10.1108/jcm-05-2019-3244>.

Randrianasolo, A., Semenov, A., Arnold, M. and Reynolds, K. (2024). A model of cultural intelligence and global identity. *Journal of Consumer Marketing*, 37(7), pp.821–832. doi: <https://doi.org/10.1108/jcm-05-2019-3244>.

Rao, B. and Mulloth, B. (2022). Building a Global Brand: The Case of Wipro. *PICMET '07 - 2007 Portland International Conference on Management of Engineering & Technology*. doi: <https://doi.org/10.1109/picmet.2007.4349459>.

Ryans, J.K., Griffith, D.A. and Steven White, D. (2022). Standardization/adaptation of international marketing strategy. *International Marketing Review*, [online] 20(6), pp.588–603. doi: <https://doi.org/10.1108/02651330310505204>.

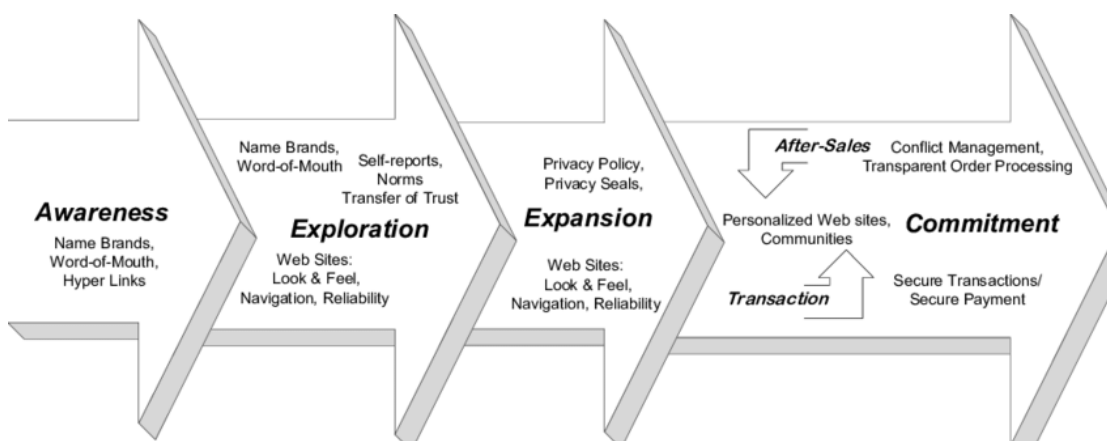
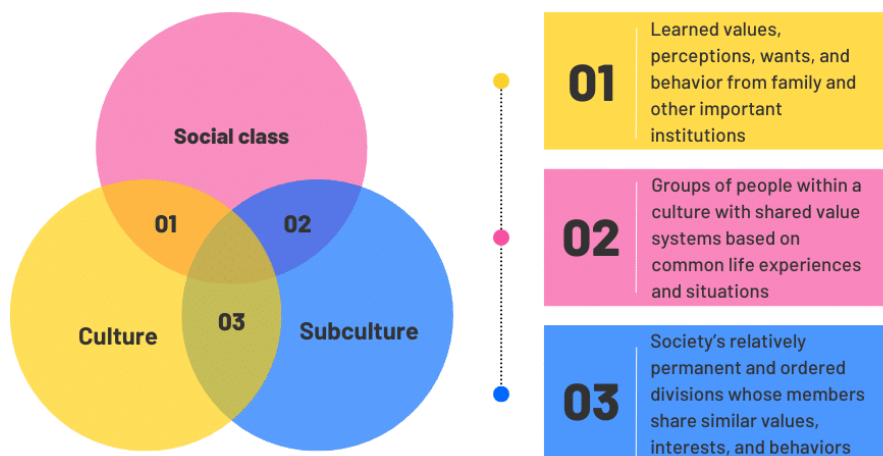
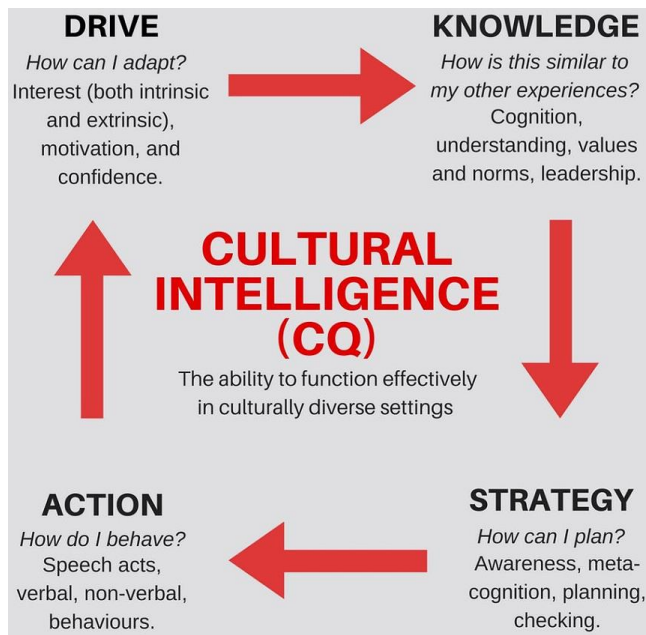
Singh, K., Misra, M. and Yadav, J. (2023). Communication Services for Social Connect: A Proposed Market for Wipro. *Apple Academic Press eBooks*, pp.3–13. doi: <https://doi.org/10.1201/9781003332367-2>.

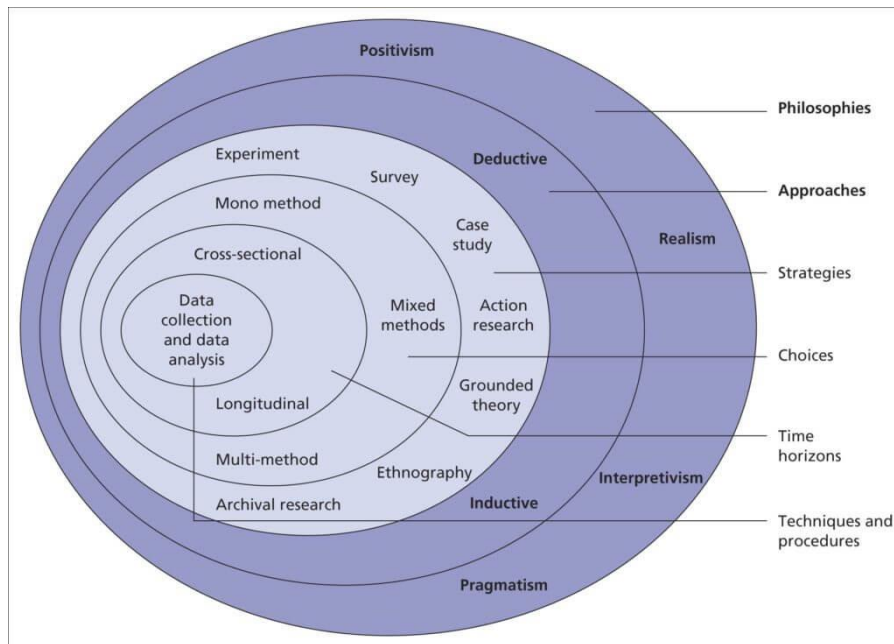
Theodosiou, M. and Leonidou, L.C. (2022). Standardization versus Adaptation of International Marketing strategy: an Integrative Assessment of the Empirical Research. *International Business Review*, 12(2), pp.141–171. doi: [https://doi.org/10.1016/S0969-5931\(02\)00094-X](https://doi.org/10.1016/S0969-5931(02)00094-X).

Tuan, L.T. (2022). From cultural intelligence to supply chain performance. *The International Journal of Logistics Management*, 27(1), pp.95–121. doi: <https://doi.org/10.1108/ijlm-01-2014-0009>.

Yukti (2024). *Chapter 3 – What are the Cultural Factors Affecting Consumer Behavior?*
[online] Super Heuristics. doi: <https://www.superheuristics.com/learnmarketing/what-are-the-cultural-factors-affecting-consumer-behavior/>.

Appendix





Case Study	Company Name	Headquarters (India)	Core Services	Presence in the U.S.	Strategic Focus in the U.S.
Case 1	Tata Consultancy Services	Mumbai	IT services, consulting, digital	Extensive delivery centres and clients	Enterprise solutions and digital transformation
Case 2	Infosys	Bengaluru	IT consulting, outsourcing	Large client base and innovation hubs	Consulting-led growth and client partnerships
Case 3	Wipro	Bengaluru	IT services, cloud, cybersecurity	Multiple offices and delivery centres	Technology solutions and industry specialisation
Case 4	HCL Technologies	Noida	IT services, digital transformation, engineering, cloud	Strong onshore presence, delivery centres and	Digital innovation, engineering services,

				enterprise clients	strategic transformation
--	--	--	--	-----------------------	-----------------------------

Case	Challenge	Opportunity	Solution	Strategic Implications	Outcomes
TCS	Cultural misfit, weak partner image	Reposition in diverse U.S. market	Localised messaging, CQ training, U.S. leaders	Shift to consultative, outcome focus	Better image, retention, revenue growth
Infosys	Low-cost brand perception	Demand for digital consulting	Innovation hubs, adapted communication	Move to high-value consulting	Larger contracts, stronger brand, growth
Wipro	Communication gaps, weak differentiation	Differentiate via relationships	Localised marketing, cultural training	Relationship- led, adaptive strategy	Higher satisfaction, retention, accounts
HCL	Outsourcing stereotype, cultural gaps	Growth in digital transformation demand	Local leadership integration, CQ training, consultative marketing	Reposition as innovation- driven strategic partner	Stronger brand equity, high-value deals, revenue growth

