# Luxury Brand Management in Global Markets: A Bibliometric Analysis

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| ARTICLE INFO | ABSTRACT |
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| **Article type:**<br>Research Article<br><br>**Article History:**<br>Received 03 June 2025<br>Revised 15 August 2025<br>Accepted 23 September 2025<br>Published Online 20 February 2026<br><br>**Keywords:**<br>Luxury brand,<br>International markets,<br>Systematic review,<br>Bibliometric analysis. | The management of luxury brands in international markets has garnered significant scholarly attention. However, the literature on this topic is fragmented and confined to specific areas or contexts, calling for a comprehensive literature review to provide a more holistic view of the subject. This study aims to consolidate knowledge about managing luxury brands in international markets. A total of 110 articles were retrieved from Scopus, covering publications from 2000 to 2024. A bibliometric analysis was conducted using the bibliometrix R package to understand the intellectual structure of the research field, employing performance analysis and scientific mapping. The findings listed the most important keywords, impactful authors, progress, and citations of the articles. They uncovered three clusters that captured the attention of academia: luxury markets, luxury brands, and emerging markets. This study contributes theoretically and practically to developing the research topic, offers an understanding of the state of the art in luxury brand management in international markets, and proposes an agenda for future directions. |

## 1. Introduction

Luxury brands are characterized by their exclusivity, recognized by their high monetary value and superior quality, serving as a key differentiator in society (Al-Issa et al., 2024). They are valued for the hedonic benefits they provide, including the elevation of status, increased emotional value, assistance in determining social identity, and community prestige (Ko et al., 2019). Consumer perception of luxury items is associated with elevated uniqueness and quality (Navdeep et al., 2019). Quality goods that benefit future generations and satisfy consumer desires demonstrate sustainable consumption (Quoquab & Mohammad, 2020). Cultural, religious, and individual issues, and the influence of personal connections, affect the demand for luxury brands (Dhaliwal et al., 2020). Consumers tend to purchase luxury items due to authentic marketing strategies (Léo & Élisabeth, 2023), exclusivity (Stathopoulou & Balabanis, 2019), and personalization (Dubois et al., 2021). The luxury market is estimated at £700 billion, praising its global status, driven by robust international product sales and the growing trend towards experiential luxury (Navdeep et al., 2019). However, in the international marketing context, luxury brands confront the challenge of globalization to meet the specificities of consumption and cultural appeal of each market (Kudapali et al., 2024). Specifically, contradictory dilemmas include sustainability vs. perception of luxury, standardization vs. adaptation, or globalization vs. local authenticity.

### 1.1. Background on the Management of Luxury Brands in International Markets

The management of luxury brands in the international context is a multifaceted and strategic domain, which involves maintaining exclusivity, building a solid identity, and adapting to diverse cultural and economic markets (Cavender & Kincade, 2015). The luxury brand industry has recently grown substantially (Gupta et al., 2024). It is distinguished by its uniqueness, heritage, and aspirational appeal, entailing that luxury brands must strike a balance between their historical foundations and the necessity of strategic flexibility, as the dynamical nature of the luxury market requires continuous adaptation and innovation (Mores & Pradipto, 2023).

The management of luxury brands in international markets has become increasingly complicated by a fast-moving digital transformation and changing consumer expectations, which require a more sophisticated understanding of global brand strategy.

Studies on product standardization for all markets highlight that globalization has triggered the standardization of tastes and consumption habits, particularly in luxury products. Therefore, standardization remains particularly imperative in international markets to achieve effective product marketing (Silva et al., 2023). On the other hand, adaptation holds the same importance, as the luxury market has also been affected by the digital world. Addressing market demands is also considered a form of differentiation and has emerged as a vital prerequisite as online channels become the most valuable sales avenue for luxury brands (Liu, 2023). Therefore, authenticity is crucial to the success of luxury brands, making brands unique and meeting consumer expectations.

Additionally, recent studies have emphasized the transformative role of digital technologies, sustainability, and shifting consumer demographics in luxury brand management (Gupta et al., 2024; Liu, 2023). While earlier research focused on heritage and exclusivity (Osburg et al., 2021; Verhoef et al., 2021), contemporary studies continue to highlight challenges such as balancing authenticity and globalization, integrating circular economy practices, and leveraging AI to deliver personalized experiences. Nevertheless, these contributions remain fragmented, and no prior review has systematically synthesized these emerging trends.

### 1.2. Review of Luxury Product Management in International Markets

Numerous reviews demonstrate the significance of luxury brands as a compelling research topic. These reviews contributed to the literature through an in-depth debate while they limited their discussions to specific topics such as consumer behavior (Fuentes et al., 2023; Lee & Kwon, 2022) and marketing (Al-Issa et al., 2024; Aliyev et al., 2019; Arrigo, 2018; Dhaliwal et al., 2020; Navdeep et al., 2019).

| Article | Arrigo E. (2018) | Ko et al. (2019) | Navdeep et al. (2019) | Dhaliwal et al. (2020) | Lee et al. (2022) | Fuentes et al. (2023) | Al-issa (2024) | Present Review |
|---|---|---|---|---|---|---|---|---|
| Topic | Social media marketing in luxury brands | Marketing in luxury brands | Marketing in luxury brands | Consumer behavior in luxury goods | Customer behavior towards luxury brans | Customer behavior towards luxury brans | Marketing in luxury brans | Management of Luxury Brands in International Markets |
| Aim of the review | Showcases the latest developments in luxury brand social media marketing | Examines luxury brand marketing knowledge | Examines definitions of luxury brands and their marketing | Assesses trends in sustainable luxury marketing | Analyzes customer behavior towards cosmetics brands in the metaverse | Reviews the role of intangible attributes in luxury brands | Designs a new framework for predicting luxury purchases | Consolidates knowledge about the management of luxury brands in international markets |
| Time frame | 2010-2016 | 1999-2014 | 2003-2017 | 1993-2019 | 2009-2022 | 1995-2020 | 2011-2022 | 2000-2024 |
| N.° of papers | 22 | 8 | 21 | 26 | 9 | 19 | 26 | 110 |
| Method | Systematic review | Systematic review | Systematic review | Systematic review | Systematic review | Bibliometric analysis | Systematic review | Bibliometric analysis |
| Contributions | Provide a critical review of literature marketing luxury brands on social media | Summarizes current knowledge on luxury brand marketing, proposes a new definition of a luxury brand | Reviews critically and synthesizes the fragmented research on sustainable luxury in marketing and consumer behavior | Offers a review and synthesis of studies on luxury consumer behavior, identifies key determinants, organizes them into four major factors | Discerns recent updates in the global metaverse world and cosmetics market | Propose synergistic interaction, and offer new insights into how consumers utilize luxury brands to signal and enhance status | Proposes an innovative model with four luxury purchase predictors, offers new insights and future research avenues to enhance luxury marketing strategies | Provides a holistic review and contributes theoretically and practically to the development of luxury brand management in international markets |

**Fig. 1. Previous Reviews on Luxury Brand Management in International Markets**

However, previous reviews did not provide a comprehensive analysis of the topic, overlooking how luxury brands are managed in international markets. This limitation narrows the global perspective on the topic and its evolution over time, and these studies employed traditional qualitative (Al-Issa et al., 2024; Aliyev et al., 2019; Arrigo, 2018; Dhaliwal et al., 2020; Fuentes et al., 2023; Ko et al., 2019; Lee & Kwon, 2022; Navdeep et al., 2019) or quantitative analyses (Al-Issa et al., 2024; Aliyev et al., 2019; Arrigo, 2018; Ko et al., 2019; Navdeep et al., 2019), focusing on specific contexts (e.g. consumer behavior), reviewing a few papers (Ko et al., 2019), or on the restricted review period (Arrigo, 2018).

Consequently, these reviews failed to provide an integrated perspective of the intellectual structure of the field or to identify the most prominent emerging themes. Moreover, none offered a systematic roadmap for future research. These gaps highlight the need for a comprehensive and methodologically rigorous study. To address these shortcomings, this study employs a bibliometric approach, which enables the quantitative evaluation of a large corpus of scientific literature (Donthu, Kumar, Pandey, & Lim, 2021). Unlike traditional narrative reviews, bibliometric analysis provides an objective mapping of research trends, influential contributions, and thematic clusters, thereby ensuring methodological rigor and reproducibility (Aria & Cuccurullo, 2017; Donthu Kumar, Pandey, & Lim, 2021). This method is particularly appropriate for consolidating fragmented knowledge and guiding the development of future research directions in the field of luxury brand management in global markets.

Additionally, the state of the art on managing luxury brands in international markets is fragmented, and without identifying prominent emerging research themes (Donthu, Kumar, Pandey, Pandey, & Mishra, 2021; Paul & Criado, 2020), there is a deficiency in theoretical discussion regarding the relationship between the topics investigated, and a lack of identified gaps and directions for future research. Therefore, a review that bridges these gaps is essential to enrich the literature by providing an overview of the research landscape on luxury brands in international markets. This study endeavors to contribute to the broader domain of marketing in luxury brands by offering insights into current research trends, contributing to the growth of this domain.

### 1.3. The Importance of the Study

The study of the management of luxury brands in international markets enables companies to gain insights into consumer behavior and to develop and implement strategies for enhanced management. This review conducted a bibliometric review, which assists in deciphering the intellectual structure of the scientific literature by identifying citations, impactful authors and articles, and relevant sources, and pinpoints the competition of authors' keywords (Donthu, Kumar, Pandey, Pandey, & Mishra, 2021). This review will make a considerable conceptual contribution, detecting gaps in the literature and proposing a future research agenda (Boell & Cecez-Kecmanovic, 2014).

This study aims to provide a comprehensive view of the current state of the art on luxury brand management in international markets by responding to the following research questions:

**RQ1**: How has the research trajectory of managing luxury brands in international markets evolved (publications, citations, journals, and most productive authors)?
**RQ2**: What are the emerging themes discussed in this research?
**RQ3:** What are the future directions in managing luxury brands in international markets?

### 2. Methodology

### 2.1. Research Strategy

Data were collected from the Scopus database, which provides access to indexed publications, comprehensive bibliographic data, and peer-reviewed journals (Hota et al., 2020; Kumar et al., 2020; Ramos et al., 2019), comprising more than 94 million documents (Scopus, 2024). Compared to other databases (e.g., Web of Science), it offers a broader coverage and is frequently utilized to conduct literature reviews in the field of social sciences (Rasoolimanesh et al., 2023). Scopus was selected for this review, as it mitigates human error during data analysis ((Donthu, Kumar, Pandey, Pandey, & Mishra, 2021). This bibliometric analysis, using the Scopus database, provides a data-driven basis to complement a traditional qualitative review and produce a more sound and objective integration in the field. A search string was implemented in Scopus, including terms retrieved from the literature that aligned with the objective of this review. The keywords used included variations of luxury (Kumagai, 2020), brand management (Khoi & Le, 2022), and international market (Huang & Chen, 2020). The search was restricted to title-abstract-keywords and articles from indexed journals written in English (Rasoolimanesh et al., 2023). Articles from indexed journals were chosen to represent the most advanced knowledge (Rojas-Lamorena et al., 2022). This approach has been used in previous studies (Rita & Ramos, 2022).

Title-abstract-keywords are: (( luxury OR "luxury goods" OR "luxury products" OR "luxury consumption") AND ("brand management" OR "brand strategy" OR "branding" OR "brand positioning" OR "brand equity") AND ("international market" OR "global market" OR internationalization OR globalization OR "cross-cultural marketing" OR "global branding" ))

### 2.2. Research Procedures

The search string was executed on March 18 and yielded 205 articles. The authors' name, article title, abstract, publication year, journal title, and the number of citations were extracted from each article. The data was compiled into a CSV file. For the 156 papers included in the study, each author verified the title and abstract to ensure eligibility. In this way, we developed a color coding system that used green for recommended papers, red for irrelevant papers, and yellow for papers with less specificity in their classification. Once the majority had classified a paper as green or red, then that paper was approved or deleted automatically. Concerning papers with doubts indicated a yellow classification–authors would meet, discuss, and reach an agreement.

### 2.3. Final Dataset

The final dataset comprised 110 articles. Prior to proceeding with data analysis, the dataset normalization process was performed (Rojas-Lamorena et al., 2022). Author names were checked and normalized as they may have different names (e.g., 'Ashill, Nicholas Jeremy' to 'Ashill, Nicholas J.'). The keywords used by the authors were also reviewed and transformed to singular terms (e.g., 'Gray

markets' to 'Gray market') and harmonized from British English to American English (e.g., 'behaviour' to 'behavior'). This process is crucial for ensuring the data is accurately interpreted during analysis.

## 2.4. Data Analysis
A bibliometric analysis was utilized for data analysis, allowing quantitative bibliographic material to provide reliable results (Sepulcri et al., 2020). It permits evaluating and summarizing existing literature to identify gaps (Hota et al., 2020; Ruggeri et al., 2019). The productivity impact of articles published by each author was calculated using the Hirsch index (h-index) (Hirsch, 2005), and citations and their evolution were calculated by the g-index (Egghe, 2006). Index-m uses index h and the date of first publication (n) (m-index = h-index/n) (Halbach, 2011). Bibliometric analysis encapsulates performance analysis and scientific mapping (Donthu, Kumar, Pandey, Pandey, & Mishra, 2021). Performance analysis examined the number of publications, citations over time, the most productive journals and authors, and the most impactful articles. On the other hand, scientific mapping identified the co-occurrence of articles using the authors' keywords.

Data analysis was performed using the statistical tool R, in particular, the "bibliometrix" package (Aria & Cuccurullo, 2017). This tool allows various types of analysis, such as analysis of citations, authors, publication trends, and their impacts (Ramos & Rita, 2024).

## 3. Results and Discussion
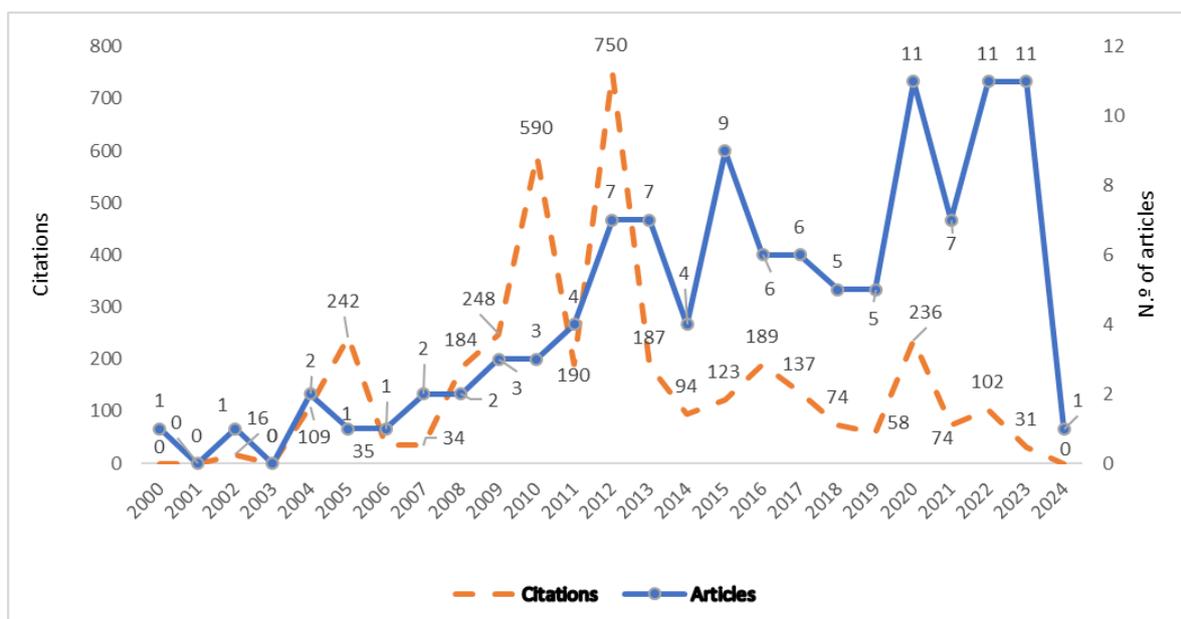Figure 2 presents the number of publications and citations over the years.



**Fig. 2. Publications and the Number of Citations**

The annual publications have fluctuated over the years. However, the number of publications is generally small. There were surges of interest in the years 2020, 2022, and 2023. The changes observed in publication volume, particularly the spikes in 2020, 2022, and 2023, reflect the response of the luxury industry to significant global economic changes and the increasingly important focus on digital engagement strategies. In each of these years, only eleven articles were published, suggesting that this research topic remains in its initial stages. Examining luxury brand management in international markets holds considerable importance as it enables brands to understand different forms of value perceived by consumers and the decision-making process they follow when purchasing a luxury brand (Husain, Samad, & Qamar, 2022). Despite the limited number of publications, the number of citations emphasizes the significance of the topic. For example, a paper by Tynan et al (2010) has 579 citations, which explored the diverse ways of value perceived by luxury brands products and the processes of value creation, thereby assisting brands to distinguish themselves and co-create a superior value proposition. Over the years, three distinct peaks in citations were observed:

2005 (242), 2010 (590), and 2012 (750). Notable sources include Tsai (2005), Tynan et al. (2010), and Shukla and Purani (2012).

Tsai (2005) designed a model that delineates the implications of personal orientation in the consumption of luxury products, thereby elucidating the motives and processes of value creation for this target audience and enabling researchers to obtain a more comprehensive understanding of purchasing behavior across a broader consumer segment. Tynan et al (2010) addressed the different genres of value creation and their processes. Moreover, by comparing British and Indian consumers, Shukla and Purani (2010) identified that the perception of luxury brands' value or products varies across cultures and countries, suggesting that collectivist markets employ simpler criteria for selecting luxury brands than individualistic markets.

Table 1 illustrates each journal's impact on the research topic, according to the number of articles published. The journals with the most published articles identify the key directions of the field under study (Taylor & Francis, 2024). The "Journal of Global Fashion Marketing" published the most (10 articles), highlighting its relevance in this study. The Journal of Global Fashion Marketing aims to track global trends in the research topic of fashion marketing. Additionally, it seeks new insights and theories regarding luxury, culture, fashion, and marketing theories (Taylor & Francis, 2024). Following the "Journal of Business Research" in the first place, the "Journal of Business Research" occupied second place with eight articles published. A Journal of Business Research aims to investigate diverse areas within the field of business and to evaluate theories that advance knowledge in the sciences (ScienceDirect, 2024). The Journal of Global Fashion Marketing, Business Research, and Fashion Marketing and Management have the highest citations (300, 1312, and 265, respectively). The list of Top 10 journals published 44% of the total articles, demonstrating their global significance to the topic. The Journal of Global Fashion Marketing has the highest h, g, and m index, emphasizing its impact on managing luxury brands in international markets. The concentration of publications in journals such as the Journal of Global Fashion Marketing and Business Research underscores the interdisciplinary nature of luxury brand management, bridging marketing, consumer behavior, and international business. An interesting extension is that this interdisciplinary foundation highlights fragmentation, as luxury research is frequently conducted in parallel within marketing, international business, and consumer psychology, with limited theoretical integration across these domains. Addressing this ostensible fragmentation requires bridging between symbolic consumption theories and cross-cultural and international business perspectives.

These journals have an influential impact on research trends. They also underscore the necessity of building and developing knowledge and guiding future research on the topic.

**Table 1. The Source Impact**

| Journal | N.of Articles | SJR | TC | *h*-Index | *g*-Index | *m*-Index |
|---|---|---|---|---|---|---|
| Journal of Global Fashion Marketing | 10 | Q1 | 300 | 7 | 10 | 0.5 |
| Journal of Business Research | 8 | Q1 | 1312 | 7 | 8 | 0.47 |
| International Marketing Review | 6 | Q1 | 77 | 4 | 6 | 0.17 |
| Journal of Fashion Marketing and Management | 5 | Q1 | 265 | 4 | 5 | 0.24 |
| International Journal of Retail and Distribution Management | 4 | Q1 | 51 | 4 | 4 | 0.33 |
| Journal of Retailing and Consumer Services | 4 | Q1 | 81 | 4 | 4 | 0.8 |
| Asia Pacific Journal of Marketing and Logistics | 3 | Q1 | 37 | 2 | 3 | 0.12 |
| Journal of Brand Management | 3 | Q1 | 149 | 3 | 3 | 0.25 |
| Journal of Design, Business and Society | 3 | Q4 | 15 | 2 | 3 | 0.33 |
| Journal of Product and Brand Management | 3 | Q1 | 58 | 3 | 3 | 0.16 |

Table 2 lists the top ten cited articles, nine of which are classified as Q1 in the Scopus ranking. This indicates a substantial interest in the topic from a selection of journals of high international significance. A study by Tynan et al. (2010) is the most cited article, with 579 citations, aiming to formulate a theoretical framework for the types of value associated with luxury brands and applied case studies to pinpoint value creation processes in this specific scenario. The outcomes proposed that the interactions between luxury brand owners, their customers, and the participants of their respective networks will facilitate differentiating luxury brands and co-create a superior value proposition. It

demonstrated the process of interactions between luxury brand managers, consumers, and brand members, emphasizing how luxury brands are managed in international markets.

**Table 2. The Most Impactful Articles**

| Article | Title | Journal | TC | Average TC per year |
|---|---|---|---|---|
| Tynan C et al. (2010) | Co-creating value for luxury brands | Journal of Business Research | 579 | 38.60 |
| Shukla & Purani (2012) | Comparing the importance of luxury value perceptions in cross-national contexts | Journal of Business Research | 248 | 19.08 |
| Tsai S-P(2005) | Impact of personal orientation on luxury-brand purchase value: An international investigation | International Journal of Market Research | 242 | 12.10 |
| Phau & Teah (2009) | Devil wears (counterfeit) Prada: A study of antecedents and outcomes of attitudes towards counterfeits of luxury brands | Journal of Consumer Marketing | 216 | 13.50 |
| Kapferer (2012) | Abundant rarity: The key to luxury growth | Business Horizons | 190 | 14.62 |
| Godey et al. (2012) | Brand and country-of-origin effect on consumers' decision to purchase luxury products | Journal of Business Research | 190 | 14.62 |
| Park et al. (2008) | Purchasing global luxury brands among young Korean consumers | Journal of Fashion Marketing and Management | 180 | 10.59 |
| Phan et al. (2023) | Social media and luxury brand management: The case of Burberry | Journal of Global Fashion Marketing | 167 | 11.93 |
| Kim et al. (2012) | Increasing customer equity of luxury fashion brands through nurturing consumer attitudes | Journal of Business Research | 109 | 8.38 |
| Beverland (2004) | Uncovering "theories-in-use": Building luxury wine brands | European Journal of Marketing | 109 | 5.19 |

Shukla and Purani's (2012) study, the second most cited paper with 248 citations, compared British and Indian consumers' value perceptions of luxury brands by employing five distinct parameters. It provided insights into the perceived value of luxury brands, explaining how consumers decide on luxury brands and how brand management can enhance or adjust its strategy and management in different markets.

Tsai (2005) was the third most cited article, with 242 citations and established a model delineating the antecedents and consequences of personal orientation towards the consumption of luxury brands. The model, drawn from data collected across Asia, Western Europe, and North America, illustrated that personal orientation in the international market can significantly impact consumer behavior when purchasing luxury items. Among the most impactful articles, the Journal of Business Research was the most represented, aligning with the results in Table 1, where it is classified as the second most productive in terms of the number of articles. This result underscores the importance of the topic, noting that the journal is categorized in the top 10% of Scopus rankings. The articles published in this journal, as presented in Table 2, have 1,312 citations.

Table 3 lists productive and impactful authors who published the most on brand management in international markets.

**Table 3. The Most Cited Authors and Their Impact**

| Author | N. of Articles | Fractionalized Frequency | TC | h-Index | g-Index | m-Index | Production Year-Start |
|---|---|---|---|---|---|---|---|
| Kapferer, J-N. | 4 | 2.5 | 292 | 4 | 4 | 0.308 | 2012 |
| Moore, C. | 4 | 1.1 | 113 | 4 | 4 | 0.444 | 2016 |
| Bai, H. | 3 | 0.9 | 23 | 3 | 3 | 0.429 | 2018 |
| Donzé, P-Y. | 3 | 2 | 42 | 2 | 3 | 0.2 | 2015 |
| McColl, J. | 3 | 0.9 | 23 | 3 | 3 | 0.429 | 2018 |
| Aiello, G. | 2 | 0.3 | 197 | 2 | 2 | 0.154 | 2012 |
| Appiah-Nino, K. | 2 | 1.3 | 2 | 1 | 1 | 0.167 | 2019 |
| Ashill, N.J. | 2 | 1 | 16 | 2 | 2 | 0.667 | 2022 |
| Boisvert, J. | 2 | 1 | 16 | 2 | 2 | 0.667 | 2022 |
| Cui, A.P. | 2 | 0.7 | 11 | 2 | 2 | 0.2 | 2015 |

The authors with the most published articles are Jean-Noel Kapferer and Christopher Moore, each contributing four articles. Professor Jean-Noël Kapferer is a PhD in Marketing and Professor Emeritus at HEC Paris. His research focus and interests include brand identity and luxury brand management. Among the most productive authors, Professor Kapferer has the most citations (292) and the highest fractionalized frequency (2.5). In fractionalized frequency, each author receives one point for each article published; if the article has two authors, each receives half a point, and the number of authors in question distributes the points. This analysis helps to understand the interaction of researchers when sharing article authorship (Rita & Ramos, 2022). Professor Kapferer's articles focused on global luxury markets in the context of a specific country, such as Italy, China, and Korea, and on sustainability in luxury markets. Professor Kapferer is the author of *Sustainability in Luxury Markets*, measured by fractional frequency values. He and Professor Moore are also the researchers with the highest m-index and h-index. H-index measures the impact of an author's research to address the limitations of older measures, evaluated by the number of publications and citations.

The global representation of leading authors, such as Jean-Noel Kapferer from France and Christopher Moore from the UK, reflects the international scope of luxury brand management research. However, the concentration of authors from European institutions points to a Eurocentric lens, which may limit theoretical generalization to emerging markets, including perspectives from Asia, Latin America, and Africa, that would enrich the discussion on market heterogeneity and reveal culturally distinct pathways of luxury consumption. The prominence of European scholars, such as Kapferer and Moore, while historically indicative of the roots of luxury branding in Europe, points to a potential Eurocentric bias in the literature that may have neglected the idiosyncrasies in the challenges and behaviors of consumers in rapidly developing luxury markets, such as China and the Middle East. M-index is the h-index value divided by the number of years since the first publication of an article by a given author (Robinson et al., 2019).

Figure 3 displays a co-occurrence analysis using the authors' keywords, allowing for identifying the most prominent subjects within the research topic (Alam et al., 2023). In this analysis, three primary clusters emerged, highlighting the central focus of research on luxury brands in international markets. The blue, red, and purple clusters were designated as luxury markets, luxury brands, and emerging markets.
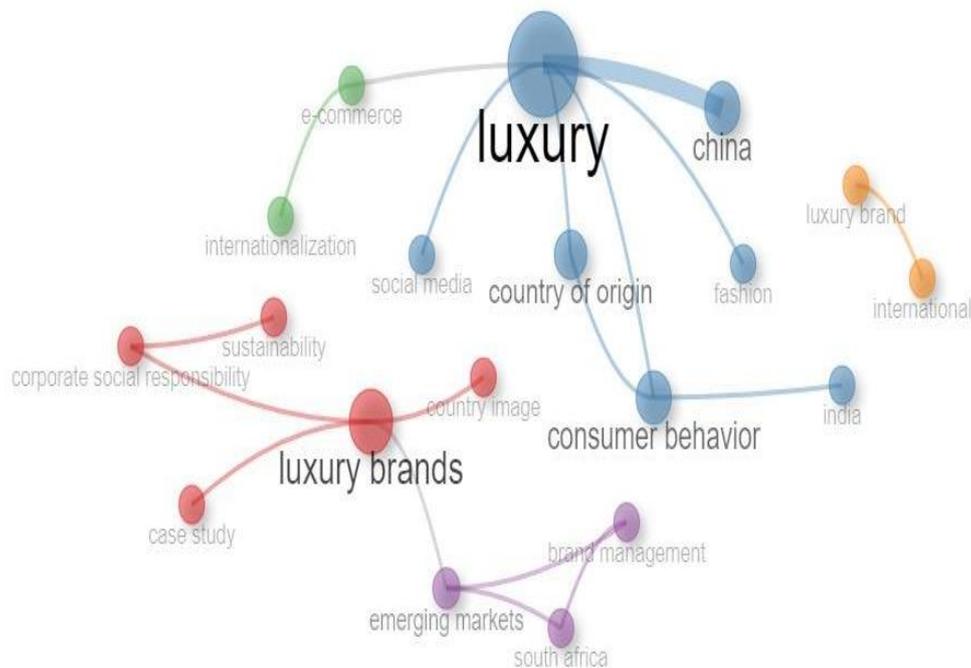


**Fig. 3. Word Cloud of the Most Cited Topics**

The "luxury markets" cluster (blue cluster) comprises the themes of luxury, the country of origin, social networks, consumer behaviors, and fashion. Research on China is highly notable, while research on India is less remarkable. In this view, the brand's country of origin, local culture, and digital marketing practices, primarily through social media, affect consumer behaviors towards luxury brands (Godey et al., 2023).

In the "world of luxury," a brand's country of origin is critical for shaping consumer perception. Brands based in countries with artisanal traditions, design, and a history of luxury, such as France, Italy, and Switzerland, all feature aesthetically pleasing content. Furthermore, the place of origin can substantially influence the perceived authenticity and uniqueness of the brand (Vijaranakorn & Shannon, 2017). The digital environment has emphasized this, as luxury brands can share their essences and educate their customers, gaining visibility and notoriety (Wang et al., 2019). Social platforms have transformed how brands communicate with consumers, providing a space for creating content, sharing, and developing customer relationships. Luxury brands use these platforms to showcase their products, tell stories, engage audiences effectively, and boost consumer engagement (Strebinger et al., 2018). However, in the "Luxury Brands" cluster (red cluster), the themes of corporate social responsibility, sustainability, and the image of the country that produces the luxury items are interconnected as they convey relevance to the ethical aspects and the global expansion of luxury brands. Therefore, luxury brands deem it necessary to adopt ethical and sustainable practices, as the image of the country of origin plays a crucial role in the perception of brand. Mentioning that many brands aim to reach new markets and audiences globally, they must adapt and consider these fundamental aspects (Stolz, 2021). The "Emerging Markets" cluster (purple cluster) is linked to the "Luxury Brands" cluster regarding the terms "emerging markets" and "brand management." Emerging markets, such as China and India, represent promising markets for luxury brands; therefore, brand management stemming from a brand's exclusivity should be a priority. The brand also aligns with consumers' needs and demands for authenticity (Beverland, 2004; Jiang et al., 2019). The restraints of balancing a brand's legacy and engaging with various audiences around the globe are quintessential for realizing the brand promise.

## 4. Future Directions

This review aimed to survey the current management of luxury brands in international markets. Some gaps were identified in the literature, allowing further development on topics previously studied (Backward-looking) and pinpointing prominent topics that have not yet been explored (Forward-looking).

### 4.1. Gaps (Backward-Looking)

Based on the results previously discussed, three additional in-depth themes at the theoretical level: "Luxury Markets," "Luxury Brands," and "Emerging Markets." These themes cluster from topics characterized through co-occurrence analysis, revealing gaps that warrant greater attention from future research.

Within the "Luxury Markets" cluster, issues related to the country of origin of luxury products are discussed, such as how social networks influence markets, consumer behavior, and fashion, which is constantly changing and leads consumers to adapt their consumption. Therefore, several gaps in the literature have been discovered within the theme "Luxury Markets" in recent years, which have been marked by an in-depth study of the economic advancement of luxury markets (Ko et al., 2019). Therefore, it is relevant to analyze the cultural aspects underlying luxury consumption and its influence on consumer self-esteem, one of the cultural aspects that is characterized in the literature is consumer religiosity. This factor impacts consumers' adoption of specific purchasing behaviors based on their religion (influencing their purchasing habits, values , and beliefs) (Alomari et al., 2020). Not only are cultural aspects significant for study, but the self-esteem aspect of consumers is also important. Many consumers prefer to distinguish themselves from others; for example, they have varying purchase behaviors/lifestyles, reflecting their social image. In other words, some consumers show superior self-esteem because their unique style sets them apart from others (Domingos et al., 2022). Similarly, it is worth examining Generation Z's behavior regarding consumption within luxury markets. One of the most significant interests in studying Generation Z is the behavioral patterns

associated with their consumption of luxury brands. How will consumption contribute to Generation Z? Are they loyal to a luxury brand? (Christodoulides & Wiedmann, 2022). In the "Luxury Brands" cluster, sustainability and the country's image are addressed. It is essential to understand the environmental practices that luxury brands implement. Related to the same themes are potential characterizing qualities of products or services sold in the luxury market and sustainability. By sustainably exploring luxury brands, it is feasible to comprehend specific consumption patterns, such as the monetary value associated with the offer. A luxury brand with ethical and sustainable strategies will present competitive advantages (Osburg et al., 2021). Luxury brands have two strategic approaches when using social networks: using social networks to establish closer connections to their consumers (building relationships) and others to disseminate information (making them aware of their principles) (Creevey et al., 2022). Finally, in the "Emerging Markets" cluster, the proposed studies for the near future are highly indicative, considering the strategies presented and the objectives defined by luxury brands. Emerging markets are gaining increasing influence. This is because developed countries rely on emerging markets for certain goods (producers, raw materials, among others). In this context, studying luxury markets poses significant challenges, particularly because these markets are vital in developing specific sectors, such as the automobile industry. Sustainable markets can also be examined within this framework (Kutaula et al., 2024). An interesting question that may arise concerning the marketing strategies employed by luxury brands in these markets is which specific approach could be effectively applied. To enter a particular market successfully, luxury brands must carefully analyze consumer purchasing patterns to prevent potential failures (Paul, 2019).

Table 4 presents future avenues based on the results obtained from the co-occurrence analysis.

**Table 4. Future Direction (Backward-Looking)**

| Cluster | Research Question | Reference |
|---|---|---|
| Luxury markets | 1. What cultural aspects can influence consumer behavior? | Hungara & Nobre (2021) |
| | 2. What is the influence of self-esteem on the consumption of luxury products? | Domingos et al. (2022) |
| | 3. What is the influence of Generation Z in the luxury market? | Dhaliwal et al.(2020) |
| Luxury brands | 1. How can luxury brands integrate environmental sustainability practices to enhance consumer satisfaction? | Navdeep et al.(2019) |
| | 2. What are consumers' perceptions of luxury brands that engage in greenwashing? | Adamkiewicz et al.(2022) |
| | 3. What is the best digital strategy that brands should adopt? | Creevey et al. (2022) |
| Emerging markets | 1. What are the factors that influence consumer behavior in emerging markets? | Kutaula et al.(2024) |
| | 2. What are the effective marketing strategies of luxury brands in emerging markets? | Paul (2019) |
| | 3. Will it be advantageous for high-prestige brands to enter emerging markets? | Kutaula et al.(2024) |

Given the limited research focusing on how cultural dimensions such as individualism versus collectivism and power distance influence luxury consumption behavior across multiple countries/markets, future studies should focus on strong cross-cultural studies to clarify these key influences on brand perceptions and loyalty. Additionally, as the luxury industry continues to respond to the rising demands for authenticity and trust within digital spaces, it is important to explore how emerging technologies such as AI-enhanced personalization and blockchain-enabled provenance tracking can effectively strengthen brand ethics and customer trust in the marketplace.

## 4.2. What Has Not Yet Been Accomplished (Forward-Looking)

Several gaps were identified that were either not addressed by researchers or not adequately studied. Therefore, additional research is essential to complement the existing studies, provide further value, and support future investigations (Table 5). The first gap detected concerns marketing and consumer experience. Marketing is crucial for positioning a brand in the luxury market, and consumer experience must be carefully planned, focusing on these senses as central elements. By doing so, researchers can develop marketing strategies for enhancing consumer experience (Cantoni et al., 2019). The brands considered to have the greatest strength in the market seek to go beyond the product's dimensions and have a deep presence (attachment) in the consumers' minds (they make the consumer feel special for consuming a particular product). Moreover, there is a potential to build emotional connections through experiences, encouraging consumers to purchase a particular product

repeatedly. The growing significance of investing in positive customer experiences is a relevant topic in the study of luxury brands. To differentiate themselves, brands should stand out with certain factors (Dhillon et al., 2022). The second gap is revealed in the theme of luxury brands' reputation/prestige. Since a brand's reputation is linked to its value, which reflects superior quality and establishes a connection with the consumer, it directly influences the perceived value of its products. Brand trust emerges from past experiences/interactions throughout the consumer-brand journey, defined as a process of learning and perception. Trust is the knowledge and experience that a customer has with a brand, and these experiences may or may not be the source of satisfactory encounters for the consumer. Thus, the most relevant factor in the perception of trust in the brand is the consumption experience. It is entirely linked to the utilization of the brand, which can increase/decrease its credibility (Husain, Ahmad, & Khan 2022). Another area that scholars have not explored is the impact of digital technologies, such as artificial intelligence (AI), on the consumer experience and perception of luxury. Examine how these innovative tools can be employed to provide personalized experiences, and the perception of luxury as consumers become increasingly digitally connected (Verhoef et al., 2021). Luxury brands compete to offer exceptional experiences where exclusivity is highly valued. On social media, consumers can experience entertainment, self-expression, self-motivation, various levels of emotional communication, and an intense sense of pleasure; they provide high levels of consumer-brand communication, creating quality interactions (Husain, Ahmad, & Khan 2022).

The relationship between globalization and authenticity deserves the attention of researchers. Luxury brands must address the challenge of maintaining their authenticity and distinct identity in a globalized scenario. Globalization can lead to cultural similarity, where brands become counterparts in various countries (Montanari et al., 2019). Authenticity is linked to the preservation of a brand's specific cultural characteristics, and this term also influences the consumer experience. Therefore, it becomes important for researchers to investigate this topic further. Quality, trust, and transparency are at the core of luxury brands' authenticity. Luxury products are rooted in a culture, which means that luxury brands must remain loyal to their origins, and their production must be maintained in a location, ensuring stability and legitimacy. It also requires special consideration in their strategy approach or even business model with unique consumer restrictions, implying the exclusivity and rarity of its products. A brand can determine the target audience of its products concerning price, time, and edition strategies (Gummeru et al., 2024). This reinforces the notion that strategies applicable to this topic exist but have not yet been addressed in detail.

**Table 5. Future Research (Forward-Looking)**

| Gap | Research Question | Reference |
|---|---|---|
| Consumer experience marketing | What are the marketing strategies to improve the consumer experience? | Cantoni et al. (2019) |
| Reputation and prestige of luxury brands | How does a brand's reputation influence market positioning? | Husain Ahmad, & Khan (2022) |
| The impact of digital technologies | How will innovative technology and media transform the perception of luxury? | Verhoef et al. (2021) |
| Globalization vs. authenticity | What strategies should luxury brands adopt to maintain authenticity in their internationalization? | Montanari et al. (2019) |

## 5. Conclusion

The study aims to scrutinize consumer behavior regarding managing luxury brands in international markets. As such, an in-depth analysis of existing studies on "Luxury Brand Management in International Markets" was conducted using performing and co-occurrence analysis.

Through this review, a better understanding of consumer desires is facilitated. Moreover, the origin of a luxury product plays a vital role in forming the consumer's perception of the product. In the case of social networks, they have completely revolutionized luxury brands' marketing strategies by presenting the story behind the products (facilitating a more direct connection with customers). Moreover, consumers increasingly emphasize sustainability, stimulating brands to employ strategies that propose more sustainable product options. Finally, luxury brands aim to expand progressively into the international market to cover the global market.

Moreover, the study addresses three research questions: (RQ1) the bibliometric analysis revealed that scholarly interest in this field has grown steadily, with significant increases in publications and citations since 2020. Key authors, journals, and articles were identified, offering insight into the evolution of the research landscape; (RQ2) three major thematic clusters emerged: "Luxury Markets," "Luxury Brands," and "Emerging Markets." These clusters reflect a shift toward issues such as cultural values, sustainability, technological innovation, and consumer behavior in developing economies; (RQ3) the study identified backward-looking gaps in areas such as consumer identity, country of origin, and generational shifts, as well as forward-looking opportunities involving artificial intelligence, digital transformation, brand authenticity, and ethical branding strategies.

## 5.1. Theoretical Implications

This study reviewed the previous literature on managing luxury brands in international markets. It aimed to identify gaps in prior research and reinforced the understanding of the nature of luxury brands' values, as they vary from consumer to consumer (Tynan et al., 2010). This study also provided insights to guide future investigations, achieving a more significant contribution to luxury brand management. Furthermore, a review of the state-of-the-art aids researchers in advancing their investigations and exploring the topic with greater depth. The study detected remarkably interesting areas that have not yet been investigated concerning the management of luxury brands, called forward-looking. By exploring these unexplored themes, researchers can advance their investigations more innovatively and may also consider our study as a roadmap for future research on the subject. This study advances theoretical insights into how geographic and cultural contexts shape luxury brands' evolution and strategic marketplace relations in international markets. This unequal application of luxury brand strategies across geographic contexts is captured through mapping the research clusters in various market contexts, highlighting the inconsistency of these strategies with the complex market situations of different regional contexts. Brand strategies must conform to local consumer identities, cultural values, and market maturity, which have a variety of meanings in luxury brand management. The study results demonstrate a need for contextually-based theories for luxury brand management, particularly those based on symbolic consumption, culture, and extinct luxury brand notions, such as perceived authenticity. Future research could examine how brand narrative development in various regions indicates a greater thematic connection between perceptual influences of cultural congruence and the perceived value of luxury.

## 5.2. Practical Implications

The luxury market environment represents greater opportunities for marketers by defining advanced, innovative strategies. First, marketers should leverage AI and machine learning to provide highly personalized luxury experiences. Marketers can then use the consumer data to define emerging trends using AI and create targeted marketing campaigns, emphasizing personalizing the luxury experience to consumers' preferences and behaviors. Marketers should invest in immersive digital tools such as virtual reality (VR) and augmented reality (AR), which focus on enhancing consumer engagement, as the increasing use of these technologies focuses on highly engaging digital luxury experiences. These applications allow many luxury consumers to experience virtual try-ons and other interactive brand experiences that span cultural and geographical divides, adapting to a more connected, digital world where luxury products and experiences are more accessible and engaging for the global consumer base. Marketers can also utilize blockchain technology to help marketers adapt to consumers' growing demand for transparency and authenticity. Finally, brands must develop a sustainability strategy that incorporates markers such as circular fashion, taking into account factors like improving sustainable product lifecycles in response to growing environmental awareness and concerns about the impact of consumption on future generations. They should incorporate regenerative agricultural practices and sustainable materials within processes. Marketers can highlight these efforts through transparent communication strategies. Adopting the "regenerative luxury" concept, which creates positive environmental and social impacts, will position brands as leaders in sustainability and innovation.

Moreover, luxury brands must perceive different geographic and cultural contexts in their strategies regarding technology and sustainability. Consumers in other places have various ways of relating to luxury consumption. For example, in "Asian" markets, luxury is often associated with social status and

collective prestige, and therefore, campaigns need to show belonging and social recognition. In contrast, in Western markets, such as North America and Europe, luxury consumption is primarily tied to personal achievement and self-expression, emphasizing exclusivity and emotional experience. Economic development levels also influence geographic strategies. In emerging markets, brands may emphasize easier access, aspirational branding, and brand education, whereas in more developed markets, rarity and craftsmanship may be more critical.

Culturally responsive branding means adjusting visual design, language, and iconography to fit local values. In Islamic segments, modesty, ethical production, and family values must be evident in the branding and advertising materials. In addition to brand-specific adaptations, tactics should remain consistent with the brand's identity, though they should not prescribe what the brand aims to achieve in the market. Heritage storytelling will highlight different features depending on heritage, such as artisanal in Italy or lineage in France. In multicultural cities, brands may consider hybrid strategies combining globally aspirational prestige with local references to increase authenticity. Managing luxury at a global level requires maintaining loyalty while achieving competitive brand differentiation by balancing global consistency with local sensitivities.

### 5.3. Limitations

Some limitations were identified concerning obtaining the dataset. Initially, 205 articles were excluded from the search results. Therefore, preliminary research into the database was required to ensure that the analysis of the acquired results would yield a more comprehensive understanding and accuracy, as bibliometric analysis necessitates a larger number of papers to be examined. Moreover, only articles retrieved from Scopus were analyzed, excluding articles shared in other databases. It is recommended that future studies consider employing various databases while noting that the present study analyzed a substantial proportion of the research conducted on the topic. Despite attempts to vet the material, we acknowledge that subjectivity may have entered through the manual screening and coding of the articles. The color coding framework was based on each individual's judgment, which may provide variability with inclusion decisions, especially with borderline articles. Furthermore, variations in the meaning of articles' relevance by each coder, mainly when articles were relevant but lacked clarity in the abstract, could lead to inclusion or omission errors. Although discrepancies in coding were discussed and either accepted or confirmed through group consensus, the overall process may still be influenced by researchers' prior knowledge or beliefs about what is true, raising questions about the reproducibility of the process. Future research could consider dual coding with inter-rater reliability checks to address this limitation.

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