



A marketing proposal to understand and review Latino voting in the US: a case study of Cali Baja and Trump's posters

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Abstract: The issue of immigration reform has remained central in U.S. politics, particularly for the Democratic Party, which has historically focused on garnering Latino support. However, recent events, including the pandemic and geopolitical conflicts, have influenced voting patterns within the Latino community. Documented Latinos frequently support Trump, while undocumented Latinos align with Kamala Harris and the Democrats. Wealthier Latinos often adopt conservative stances, opposing demographic growth in the Latino population and supporting Trump despite his controversial international associations.

Latinos with advanced education typically lean toward democratic ideals. However, the community's cultural reliance on intuitive, experience-based knowledge, rather than explicit and analytical knowledge, makes it vulnerable to misinformation. The collectivist ethos and short-term outlook prevalent in Latino culture further facilitate the dissemination of fake news. Figures like Trump exploit this tendency, using misinformation to undermine social trust and cohesion.

This research employs a social semiotic framework, utilizing multimodal discourse analysis to study Republican campaign materials. The study also explores place branding in the Cali Baja region, examining how U.S.-Mexico border culture shapes perceptions. Using the CMKI model, it highlights the cultural factors influencing knowledge and intelligence and their interconnected dynamics.

Key findings underscore the unregulated spread of misinformation through social networks, which weakens public discourse and informed decision-making. The development of web semantics and digital tools is imperative to mitigate these effects.

Policy recommendations focus on promoting cultural practices in the Cali Baja region through strategic campaigns. Literacy programs should empower Latino communities by enhancing access to education and digital competency. Strengthening relational social capital within and beyond Latino communities can bolster unity and mutual understanding.

Cultural intelligence, gained from engaging with Latinos, could also alleviate societal pressures for military interventions, fostering social harmony and peace through better cultural integration.

Keywords: American Election, National Culture, Intelligence, Knowledge, Latin Culture, Place Marketing.

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Introduction

Technological advancements like Big Data and AI are revolutionizing the advertising industry, consistent with broader changes in the fourth industrial revolution (Lee & Cho, 2020), a contemporary example of Schumpeter's creative destruction (1942). One-third of U.S. marketing spending depends on personalized data (Deighton, 2017; Lee & Cho, 2020).]

Big Data drives real-time advertising innovations, supported by AI's capacity to mimic human behavior through specialized algorithms (Pantano et al., 2023). However, managing vast information flows demands cultural intelligence alongside machine intelligence.

Cultural influences are central to marketing strategies, particularly in border regions like Cali Baja, where Mexican and American cultural contrasts shape place marketing campaigns. Strategic marketing transforms data into actionable intelligence, enhancing decision-making and competitive positioning (Antunes et al., 2018).

This work explores the relationship between marketing and cultural dynamics, proposing strategies to enhance Latinos' access to education and employability while emphasizing the role of local culture in reshaping the image of Cali Baja.

The advertising industry is undergoing significant change, fueled by technological advances such as Big Data and AI, hallmarks of the fourth industrial revolution (Lee & Cho, 2020). This revolution reflects Schumpeter's concept of creative destruction (1942). Estimates suggest that a third of all U.S. marketing expenditures rely heavily on personalized consumer data (Deighton, 2017; Lee & Cho, 2020).

Big Data forms the foundation of AI and other technologies, enabling real-time advertising and marketing decisions (Jabbar et al., 2020). Pantano et al. (2023) highlight AI's ability to emulate human thinking and actions through algorithms, presenting both opportunities and challenges in replacing human roles. However, handling the vast influx of information requires not only machine intelligence but also cultural intelligence.

Local culture significantly influences place marketing, as seen in campaigns comparing Mexican and American cultures, crucial for regions like Cali Baja. Strategic marketing, often described as the "soul of business," is vital for informed decision-making and achieving marketing goals (Slater & Olson, 2001; Antunes et al., 2018).

This article addresses the marketing system's current challenges, aiming to integrate culture, politics, and education into strategies, focusing on place branding and the promotion of knowledge for Latinos in regions like Cali Baja.

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1- Place branding and Place Marketing on the Border between Mexico and the United States.

Marketing is often referred to as the "soul of business," highlighting its critical role in driving success, which explains why many companies prioritize investments in strategic marketing initiatives. According to Slater and Olson (2001), a marketing strategy is a coordinated set of decisions and actions through which a business aims to achieve its marketing objectives while meeting the value expectations of its customers.

Research by Antunes, Barandas-Karl, and Martins (2018) underscores the importance of strategic marketing, noting its ability to provide market-related insights crucial for informed decision-making. This process relies heavily on an organization's capability to transform raw information into knowledge (contextualized information) and further into intelligence (applied knowledge).

Day (1992) observed a decline in the academic engagement with marketing as an applied management discipline, which has reduced its contribution to the development and dissemination of strategic theories. Similarly, Reibstein et al. (2009) highlighted how the increasing compartmentalization of academic marketing into quantitative modeling and consumer behavior has sidelined strategic marketing research (Varadarajan, 2010). These trends, compounded by an identity crisis within the field of strategic marketing, have further diminished its impact. This paper seeks to address the challenges facing the capitalist marketing system, particularly in the context of an increasingly informed and discerning audience shaped by global crises such as pandemics and wars. The objective is to explore the intersections of marketing with culture, political landscapes, knowledge, and intelligence.

Boisen et al. (2018) propose a conceptual framework distinguishing three core components: place promotion (supply-driven communication of offers), place marketing (demand-driven matching of supply and demand), and place branding (identity-oriented efforts to shape reputation). In theory, place branding should bridge the gap between a location's actual identity, its perceived image, and its intended brand (Hospers, 2006). The evolution of place marketing from "city marketing" in the 1980s (Ocke & Ikeda, 2014) to its broader application by Kotler, Haider, and Rein (1993) reflects its potential to create value through exchanges between a region and its inhabitants, visitors, organizations, and investors. The ultimate goal is generating mutual value.

This research focuses on the U.S.-Mexico border, examining how border images are mobilized to create meaning. Using social

semiotics (Van Leeuwen, 2005) as a theoretical and methodological framework, the study explores the construction of regional identity, image, and branding as interactive processes (Zimmerbauer, 2011). While a recognized regional community can enhance regional image creation, that image can also foster internal regional awareness. However, branding strategies involve complex and contested social practices and power dynamics, making the processes inherently unstable (Vanolo, 2017).

Critics of place branding argue that it often prioritizes neoliberal commodification, neglecting the human dimensions of a place (Vanolo, 2017). This concern becomes particularly relevant when branding efforts target external audiences, such as investors, talent, or tourists, while overlooking local communities.

Kavaratzis and Ashworth (2008) identify critical factors for advancing place marketing: fostering collective understanding, promoting cooperation, ensuring clear role allocation, adopting long-term approaches, and expanding the scope beyond tourism. Destination studies, as noted by Royo-Vela et al. (2008), can focus on several areas, with destination image standing out due to its simplicity, dynamism, and ability to integrate elements such as tourist experiences and location quality.

Alhemoud and Armstrong (1996) categorize tourism offerings into four types: natural attractions (e.g., forests, rivers), historic sites (e.g., ruins, ancient architecture), cultural attractions (e.g., museums, festivals), and artificial attractions (e.g., theme parks). For the Cali Baja region, collaboration between businesses, universities, and public organizations is essential to develop tourism promotion strategies that enhance the marketing of local products.

Cali Baja, a merged identity representing California (USA) and Baja California (Mexico), emerged in 2010 as a marketing-economic initiative. It aimed to foster cross-border cooperation and highlight the strategic importance of partnerships between the region's local elites and Mexican authorities.

Cali Baja is characterized by the presence of a wall and strict controls. In this way, it appears as an extreme case that offers new insights into how place branding can use borders, even when controlled or militarized, in order to promote certain attributes of the imagined cross-border region.

The region encompasses the counties of San Diego and Imperial Valley on the U.S. side and the five municipalities of Baja California on the Mexican side—Tijuana, Tecate, Mexicali, Playas de Rosarito, and Ensenada—forming a community of seven million people divided by a border. Rather than evoking the idea of a seamless boundary, the border's militarization creates an atmosphere of tension and unease. Addressing this region without referencing the challenges of border security is nearly impossible, as these issues negatively impact the region's competitiveness. Waiting times, rigorous inspections, bureaucratic inefficiencies, and the oppressive nature of militarized spaces exacerbate these challenges. According to the San Diego-SANDAG alliance, border delays cost the region \$6 billion annually in economic activity and the equivalent of 51,000 full-time jobs (SANDAG, 2006).

The involvement of multiple stakeholders, including the federal governments of both nations, prolongs and complicates development projects. Andersson (2007) highlights the absence of a centralized authority and the multiplicity of identities as key obstacles. Boisen (2015) asserts that successful cross-border

regions require a unifying characteristic that distinguishes them and strengthens their overarching vision. For example, the Oresund region, linking Denmark and Sweden, is often celebrated as a model of effective place branding. The iconic bridge between Copenhagen and Malmö symbolizes regional integration and shared identity, fostering an image of creativity and collaboration (Hospers, 2008; OECD, 2013).

Sohn (2022) explores how borders can serve as semiotic resources in place branding but warns that the selective (in)visibility of borders can undermine regional identity. Pasquinelli (2013) notes that borders challenge brand credibility as they often act as regulatory barriers. Witte and Braun (2015) similarly observe that borders present physical, legal, and psychological obstacles to creating a cohesive cross-border image.

The Cali Baja initiative exemplifies the difficulties in cross-border branding. Primarily targeting foreign corporations, investors, and business travelers, it prioritizes economic competitiveness while neglecting the rich multicultural realities of the region, such as its culinary, artistic, and design traditions. This narrow focus disconnects the initiative from the daily experiences of residents (Harrison & Hoyler, 2015). The strategy, centered on economic narratives, reflects an individualistic approach characteristic of American culture, sidelining the broader community. Wilden (2024) critiques this emphasis on customer perception, arguing it overlooks other key stakeholders, such as employees and local organizations, who also shape brand competitiveness.

Cali Baja aims to counteract the border's negative connotations but fails to resonate with the majority of its inhabitants, perpetuating social, racial, and economic inequalities between the two communities (Maher & Carruthers, 2021). One exception is the Cross Border Xpress (CBX), a privately funded terminal linking Otay Mesa in San Diego to Tijuana International Airport. Opened in 2015, CBX has been a success, averaging 5,000 daily passengers, primarily from Los Angeles and Orange County. However, the bridge is restricted to air travelers, reinforcing the border as a barrier for most residents.

Despite such initiatives, the lack of financial support and misaligned institutional frameworks at the federal level limits binational cooperation. Collaboration between San Diego and Tijuana remains informal and sporadic (Ganster & Collins, 2017). Regional identity, while collective, requires a sense of belonging and emotional connection (Anderson, 1991). Weak identification with local culture, particularly among Latinos in the U.S., further complicates efforts to foster regional unity. Zimmerbauer (2011) emphasizes the importance of belonging in building regional identity, which requires distinguishing characteristics that resonate with individuals and communities.

Building a unified identity for the Mexico-U.S. border region demands collaboration between national and local administrations, alongside civil society and investors. Political ties can facilitate market actions, including cross-border alliances, but can also create dependency, reducing the need for proactive strategies (Siegel, 2007; Rajwani & Liedong, 2015).

Ultimately, Cali Baja has struggled to expand its support base beyond initial advocates. The regional business community has shown limited interest, and local political actors remain unengaged. The term "San Diego-Tijuana" has more international recognition than Cali Baja, which requires explanation. Maher and Carruthers

(2021) argue that the border discourse perpetuates stereotypes, positioning San Diego as superior to Tijuana, often stigmatized as poor and dangerous. Positive representations of Tijuana will require a reimagining of San Diego's identity, paving the way for a more equitable and integrated regional future.

2- Place Branding and Place Marketing in the Trump's posters

Drawing from Kress & van Leeuwen's (2006) theory of multimodal discourse analysis, this study examines how social and cultural contexts shape meaning-making. Hodge and Kress (1988) define social semiotics as the analysis of how communication artifacts interact within social situations to produce meaning. Omole (2024) asserts that multimodality emphasizes the interplay between modes and text in delivering intended meanings. Schubert's (2021) analysis of the 2020 U.S. presidential election demonstrates how multimodal elements like spoken words, captions, and images function cohesively to promote candidates and polarize public opinion. Lirola (2015) identifies text, symbols, and visual elements in campaign posters as key multimodal features for conveying messages, while Feng and Wignell (2011) present meaning-making as a multimodal activity involving language, gestures, and visuals.



The candidate is the poster's focal point, depicted with a confident demeanor and a direct gaze toward the viewer. This interaction, described by Kress and van Leeuwen (2006) as a "demand," serves to solicit voter support.

Two components define the composition: Trump's photograph, which dominates the left side and serves as the "given" or "ideal" (Kress & van Leeuwen, 2006), and a slogan boldly proclaiming, "Texas is Trump country."

The interaction between imagery and text plays a critical role in meaning-making, connecting with Texas's cultural and social environment (Omole, 2024). Connaughton (2004) found that young Texan Latinos often prioritize ethnic identity and origin over political party loyalty.

Campaign posters, through their multimodal elements, embody the intersection of sociocultural, political, and national realities. The integration of visuals and text effectively communicates the intended political messages (Figure 2).



In alignment with Kress and van Leeuwen's (2006) model, the poster's information value dictates that it be read from the center to the top, as the most salient participant—Donald Trump—is centrally positioned. This placement emphasizes Trump as the primary social actor, making him the focal point of the composition.

The phrase "Flutter in breeze means let your worries flutter by and believe in me" appeals to voters by invoking trust and showcasing an attitude of leadership. It suggests that by casting their vote, they can help "save America" from perceived external threats like Russia and China. The poster reinforces Trump's tendency to present himself as the solution to global conflicts, with the slogan "Save America Again" underscoring this narrative. Trump's statement, "I will not fund Ukraine's fight against Russia's invasion," coupled with his proposed plan for limiting Palestinian sovereignty in favor of Israel's security control, portrays him as a leader offering decisive, albeit controversial, solutions to international disputes.

Critics, however, argue that Trump's alignment with Russia is evident in his interactions with its president. Afanasyev, Fedorova, and Ledyeva (2021) identify Trump's Russia-related tweets as frequently linked to accusations of collusion, which opponents used to pressure him into imposing sanctions on Russia. This pattern reflects the polarizing nature of his rhetoric and the associated geopolitical discourse.

Sherman (2018) highlights that individuals whose value profiles aligned with Trump's—characterized by low altruism, high emphasis on power, commerce, and tradition—were more likely to support him, independent of party affiliation or political ideology. This underscores the importance of shared personal values in garnering political support, particularly among white working-class voters who prioritize beliefs like "hard work pays off" and exhibit skepticism toward social welfare programs. These values resonate with the populist narrative Trump employed.

According to Stopfner (2021), populist movements often revolve around a charismatic leader who contrasts "the people" with "the elite." Upon gaining power, however, populist leaders confront an ideological paradox as they themselves become part of the elite. Stopfner's analysis of tweets from Trump and Boris Johnson reveals how person deixis and ethotic arguments in online discourse foster solidarity among supporters while deepening divisions between opposing collectives. Trump's tweet from May 11, 2017, exemplifies this strategy by framing the Democrats' accusations of Russian interference as a mere excuse for electoral defeat, attacking their credibility and further polarizing public opinion.

Zhang, Frommel, and Baidoo (2024) demonstrate the critical role of social media, particularly platforms like Twitter (now Agora X), in shaping political communication and influencing financial markets. This highlights the intersection of digital discourse and real-world economic and political outcomes, further cementing the significance of online platforms in modern political campaigns.

Elon Musk, the founder of X, has partnered in establishing America PAC, a pro-Trump political action committee. According to its website (<https://america-pac.com/>), the PAC employs concise messaging and AI strategies to maximize content impact and deliver its points effectively.

Tannen (2007) introduces "constructed dialogue" as a concept to describe how reported speech is recontextualized by speakers to suit new narratives. Clayman (1995) demonstrates that strategically isolating quotes can create the perception of wrongdoing, enhancing a politician's image while undermining opponents. Trump's campaign rhetoric frequently employed such tactics, with highly quotable remarks that amplified his media presence.

One notable instance occurred during the "Save America" rally on January 6th, 2021. Trump's calls to "fight like hell" preceded the Capitol riot, a sequence of events Haslam et al. (2023) argue underscores his role in shaping the crowd's actions. Despite distancing himself from the violence, Trump's influence remained central to the event's unfolding.

The spread of fake news has played a critical role in supporting populist candidates. Cantarella, Fraccaroli, and Volpe (2023) highlight how misinformation targeting specific linguistic groups influenced elections in Italy. Similarly, Trump's 2016 campaign benefited from fabricated online narratives, which aligned with his populist and ethnonationalistic appeals (Allcott & Gentzkow, 2017).

Engaging Latino voters requires understanding their unique sociocultural dynamics. Len-Ríos (2017) argues that public relations practitioners must address acculturation's impact on issues like education and law enforcement to effectively connect with this community and promote political participation.

3. The transformation of tacit knowledge into explicit

The Importance of Sharing Tacit Knowledge to Reduce Illiteracy

Understanding how socialization facilitates the sharing of tacit knowledge is crucial, particularly from a Knowledge Management (KM) perspective (Schatzi et al., 2001). Tacit knowledge, despite being deeply personal and challenging to articulate, imitate, or replace (Barney, 1991), plays a vital role in fostering innovation and addressing complex challenges like illiteracy.

Gubbins and Dooley (2021) argue that social capital—especially its relational aspects—serves as a key precursor to tacit knowledge sharing, which in turn enhances an organization's capacity for innovation. However, Palacios (2022) points out a lack of empirical evidence supporting the link between interpersonal trust and knowledge acquisition. While trust is recognized as critical to knowledge transfer (Wijk, Jansen & Lyles, 2008), research remains inconclusive about which types of trust most effectively facilitate such exchanges (Alexopoulos & Buckley, 2013).

Key Factors in Tacit Knowledge Sharing Relational Dynamics:

Relationships significantly influence the flow of information and learning within networks (Borgatti & Cross, 2003).

Trust Dependency: Effective knowledge sharing relies on trust, although its exact role requires further exploration (Gubbins & Dooley, 2021).

Pre-Sharing Phases: Before sharing, processes like knowledge search and initiation are essential (Hansen, 2005).

Gubbins and Dooley (2021) also emphasize the role of social identity in creating psychological safety, making individuals more likely to seek and share tacit knowledge within groups. This highlights the importance of fostering environments where individuals feel secure to share their expertise.

Barriers to Tacit Knowledge Sharing

Fear of sharing, whether due to potential job insecurity or external stressors like pandemics and conflicts, remains a major obstacle (Duan et al., 2022). Singh (2019) and Shrivastava et al. (2021) call for further research into how knowledge hiding—both explicit and tacit—impacts organizational performance. Particularly in education, where challenges are abundant, understanding the dynamics of knowledge sharing is essential for fostering innovation.

Explicit vs. Tacit Knowledge in Innovation

Park et al. (2022) found that while explicit knowledge transfer has a significant impact on innovation—through manuals and structured guides—tacit knowledge lacks a direct effect. This underlines the need to codify teachers' tacit knowledge into explicit forms to improve pedagogical practices, especially for teaching disabled students. Collaborative networks and platforms can facilitate this transformation, enhancing network-based learning and fostering a culture of shared responsibility.

Promoting a Knowledge-Sharing Culture

Chesbrough and Teece (1996) identify the challenge of generating innovation from tacit knowledge, given its inaccessibility and lack of codification. However, organizational culture plays a pivotal role. Lee and Han (2024) highlight that a learning culture fosters social capital, encouraging trust, collaboration, and continuous development (Coleman, 1994; Pasupuleti & Bommali, 2023). In such environments, employees are more willing to share ideas and feedback, enhancing organizational resilience and innovation.

Neethu Mohammed and Kamalanabhan (2022) emphasize the role of collaborative platforms in promoting specialized knowledge sharing. Reflection and storytelling, using metaphors and examples, can effectively convey tacit knowledge (Van Houten, 2022). By discussing experiences and analyses, professionals can improve workplace learning and behavior, thereby enhancing performance and addressing critical issues like illiteracy.

Transforming tacit knowledge into explicit forms is essential for addressing pedagogical challenges and fostering innovation. This requires structured networks, a culture of collaboration, and platforms that facilitate secure and interactive sharing of experiences. By integrating Knowledge Management and Organizational Intelligence practices, educational systems can better harness tacit knowledge to reduce illiteracy and improve outcomes for all learners.

Methodology

After considering the applications, types, advantages, and limitations of qualitative, quantitative, and mixed-method research approaches, this study adopts the literature review methodology.

As Snyder (2019) highlights, literature review as a research method has become increasingly relevant. Traditional approaches to literature reviews often lack the rigor and systematic structure necessary to ensure reliability, frequently being conducted in an ad hoc manner without a defined methodology.

This article argues that utilizing literature review as a research method allows for significant theoretical and practical contributions. It seeks to advance understanding by clarifying what constitutes a literature review, exploring its potential applications, and establishing the criteria by which it should be evaluated.

The Culture-Marketing-Knowledge-Intelligence Model (CMKI)

Choo (1996) explains that organizations possess three types of knowledge: tacit knowledge, embedded in the expertise and experience of individuals and groups; explicit knowledge, codified in organizational rules, routines, and procedures; and cultural knowledge, reflected in the assumptions, beliefs, and norms that members use to assign value and significance to new information or knowledge.

New knowledge is generated through a process of knowledge conversion. According to Nonaka and Takeuchi (1995), organizations create new knowledge by continuously transforming the tacit, personal knowledge of individuals, which fosters creative insights, into explicit, shared knowledge, enabling the development of new products and innovations.

The Culture-Marketing-Knowledge-Intelligence (CMKI) model illustrates the impact of culture on marketing, knowledge, and

intelligence. The model also captures how knowledge influences intelligence and serves as a framework for understanding marketing strategies targeting specific populations, such as documented Latinos. This concept aligns with strategies observed in the Cali Baja region, where valuing local culture is complemented by emphasizing the benefits of knowledge—and particularly intelligence (the application of knowledge)—to enhance quality of life and personal development.

While confirmatory analytic techniques, meta-analytic structural equation modeling, and Bayesian analyses are invaluable for providing robust converging evidence for nomological validity, this study focuses on analyzing marketing strategies in relation to both the border region and Trump's campaign posters. For this purpose, the work incorporates findings from prior research that validated the relationships among the constructs in the CMKI model.

This research aims to empirically test three hypotheses (outlined in Table II):

Hypotheses	Sources	Results and gaps to be filled
H1. Culture influences Knowledge	De Vita (2001), Kennedy (2002), and Tweed and Ledman (2002) argued that culture deeply influences how individuals perceive, organize, and process information, communicate with others, and approach problem-solving. This cultural impact is intrinsically tied to learning preferences and methods.	SUPPORTED
H2. Culture influences Marketing	Cultural awareness has gained increasing attention in fields that explore the effects of communication (Bellou, 2014). The relationship between various facets of intelligence can differ across cultures, with positive correlations in one cultural context potentially being negative in another. This raises the question: Can research offer a perspective on intelligence that is less culturally bound? (Sternberg & Grigorenko, 2004).	SUPPORTED
H3. Knowledge influences Marketing	Organizations must focus on cultivating innovative knowledge. This is especially crucial for organizations that operate in a knowledge-based framework, where they can craft marketing strategies and maintain a competitive edge grounded in their own intellectual resources (Aghazadeh, 2015).	SUPPORTED
H4. Marketing influences intelligence	Marketing strategy itself is a form of intelligence. We contend that strategic marketing acts as the organizational brain, where marketing strategies must be both intelligent and practical in order to drive effective market-related decisions (Aghazadeh, 2015).	SUPPORTED

Table II- Hypotheses in CKI model

Culture significantly influences not only knowledge and intelligence but also other domains such as organizational behavior and marketing. For instance, the interplay between culture and tourism marketing highlights the need for culturally tailored communication strategies.

In tourism marketing, fostering cultural affiliations among diverse populations has proven effective. Bellou (2014) emphasizes the importance of communication policies designed to promote cultural products that generate a sense of familiarity and shared identity among people from distinct cultural backgrounds.

Antunes, Barandas-Karl, and Martins (2018) examined cross-cultural differences and business practices in the context of Portuguese subsidiaries abroad. Their findings revealed that national cultures strongly influence marketing mix strategies, as evident in the adaptation or standardization decisions of these subsidiaries. Similarly, Ekerete (2001) analyzed the impact of culture on marketing strategies in Nigeria, demonstrating that elements such as language, religion, and ethnic values significantly affect distribution, pricing, product offerings, and promotional activities (Peprah, 2017).

The effect of cultural values is also evident in advertising. Jiang and Wei (2012) explored how multinational corporations (MNCs) integrate cultural values into standardized international advertising strategies, highlighting differences in the approaches of American and Chinese advertisements.

Contrary to the belief held by some that the transition from knowledge to intelligence is automatic, cultural intelligence plays a critical role in this process. Despite having abundant knowledge, some nations struggle to apply it effectively due to historically and geographically rooted deficits in cultural intelligence. This underscores the necessity of understanding and leveraging cultural factors to enhance practical applications of knowledge.

The Culture - Marketing- Knowledge - Intelligence model (CMKI) is presented in Figure 3.

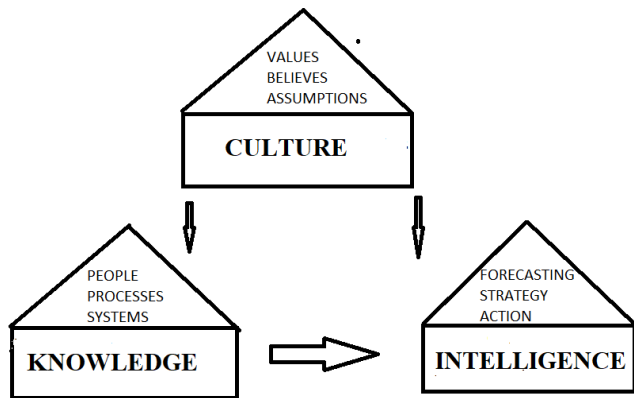


Figure 3. The CMKI model (own elaboration)

As we can see in the figure 3 culture impacts all the constructs, and marketing is impacted by knowledge and impacts intelligence. Knowledge also impacts intelligence, since intelligence is applied knowledge.

Discussion of Results

Analysis of the CMKI Model and Cultural Dynamics in Political and Economic Contexts

The relationships within the CMKI model draw heavily on prior research by De Angelis (2016, 2022, 2023), particularly in exploring the interplay of culture, knowledge, and intelligence. This study extends those findings by introducing the role of marketing, emphasizing how marketing strategies are influenced by national culture and knowledge while simultaneously impacting intelligence, particularly its practical applications.

Cultural Influence on Political and Economic Dynamics

An illustrative example is seen in Argentina’s political campaigns, where left- and right-wing movements advocate for dollarizing the economy. This reflects Argentina’s culturally egocentric tendencies, with many identifying culturally with Europeans and feeling a sense of superiority over other Latin American nations. Despite this cultural identity, Argentina struggles with foundational societal mechanisms such as managing private consumption, reducing corruption, and implementing effective social control systems.

This disconnect highlights the need for cultural transformation, often prompted by external crises like wars or economic collapses.

A parallel is drawn with the PIIGS group (Portugal, Italy, Ireland, Greece, and Spain), where economic challenges have underscored the need for cultural shifts. For instance, Ireland’s focus on maintaining an external image of prosperity, despite underlying instability, exemplifies a culture-driven prioritization of perception over fiscal responsibility.

National Culture and Governmental Intelligence

De Angelis (2016) identified a strong correlation between national culture and governmental intelligence (GI). This relationship is more pronounced in culturally dynamic countries like Brazil, where GI is influenced by interpersonal relationships and oral communication. In contrast, Germany’s GI is future-oriented and relies heavily on written data and statistical analysis, highlighting a fact-based approach. These differences illustrate how cultural contexts shape the priorities and methods of intelligence application in governance.

Insights from Trump Campaign Posters

An analysis of two Trump campaign posters demonstrates his success in persuading Latinos, including some of the wealthiest individuals who share his exclusionary views. This underscores the role of social identity in fostering trust and engagement, as well as in shaping the creation and application of knowledge.

Latino cultural values, particularly regarding acculturation and enculturation, offer valuable insights. Less acculturated Latinos tend to be less socially liberal, leading to lower teenage pregnancy rates and stronger interest in education policies. However, acculturation often translates to greater linguistic fluency and adaptation to American culture rather than improved education outcomes. Future research should further explore how acculturation impacts education.

Recommendations Government Initiatives:]

Promote reading habits among Latinos by distributing books and celebrating local culture, especially in border areas.

Facilitate job creation aligned with the skills of the Latino community and improve access to educational institutions.

Develop training programs in immigration centers to prepare Latinos for diverse employment opportunities, breaking stereotypes of working primarily in bars and restaurants.

Cultural Exchange and Development

Encourage cultural intelligence in Americans, fostering a deeper understanding of collective cultural values and reducing feelings of superiority stemming from the U.S.’s global economic and military dominance.

Place Branding in Cali Baja.

Collaborate with local entrepreneurs to respect and integrate local culture into marketing strategies.

Initiate acculturation efforts by creating culturally sensitive job opportunities, leveraging the strengths of each community to improve regional image and cohesion.

This work highlights the intricate connections between culture, knowledge, and intelligence, illustrating how these dynamics influence political, economic, and social systems. By fostering collaboration, mutual respect, and cultural adaptation, significant

progress can be made in addressing systemic challenges and building a more inclusive society.

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