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**Brand Orientation in a Culturally-Diverse Context:
Entrepreneurial Insights Gained from a Structurationist Perspective**

Abstract

Despite an increase of contributions towards brand orientation, contemporary theory widely lacks answers as to the 'extent' and 'the ways' in which organizational structure and geographical culture influence this process. In this paper, the perspective that individuals, organizations and societies have particular histories and cultures that affect the process of developing brand orientation is reinforced. We provide a conceptual discussion of structuration theory, applied to the brand orientation process in a culturally-diverse context. The structurationist perspective is supported, illustrated and elaborated by a case analysis, using the qualitative research approach of Action Learning/Action Research. We show that facilitating a brand orientation process in a culturally-diverse environment is a highly entrepreneurial activity: Leaders of a company have to weave connections between company-external markets and their actors, between company-internal brand structures, processes as well as artefacts and employees through social interaction in an ongoing co-evolution.