

AMA Global Marketing SIG Expert Forum



“International Marketing and Entrepreneurship: From Theory to Practice”

**Cancun, Mexico
March 29– April 1, 2012**

Forum Co-Chairs and Program Co-Editors:

Michael R. Czinkota	and	Andreas Pinkwart
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**American Marketing Association (AMA)
Global Marketing Special Interest Group (SIG) 2012**

In collaboration with Thunderbird International Business Review

PROGRAM

-----Thursday, March 29-----

- 9:00-12:30 AMA Global Marketing SIG Board of Directors Business Meeting
- 12:30-13:30 AMA Global Marketing SIG Board of Directors Luncheon
- 13:30-17:00 Conference Program Committee Meeting
- 17:00-19:00 Welcome Reception – Himitsu Beach

Dinner (at leisure throughout the resort)

-----Friday, March 30-----

All sessions will be held in the Ballroom – Cielo

- 9:00-10:00 **Welcome and Getting to Know You. Beginning a Dialogue.**
Michael R. Czinkota (Georgetown University) and Andreas Pinkwart (HHL-Leipzig)

Delphi Study Facilitator: Charles Skuba (Georgetown University)

- 10:00-10:15 Break

- 10:15-12:00 **Session 1: State-of-the-Art Knowledge in Going and Growing Internationally**

Session Chair: Gary Knight (Florida State University)

Does the Degree of Global Retail Involvement Affect Retail Performance?

Boryana Dimitrova (Drexel University), Bert Rosenbloom (Drexel University) and Trina Larsen Andras (Drexel University)

Drivers of Success for Market Entry Into China and India

Gerard Tellis (University of Southern California) and Joseph Johnson (University of Miami)

Determinant of the Import Success of Street Vendors and Research Agenda

Nittaya Wongtada (NIDA Business School- Thailand) and Dipinder S. Randhawa (SIM University- Singapore)

The Market Orientation- Performance Relationship: The Empirical Link in Export Ventures

Craig Julian (Southern Cross University- Australia), Osman Mohamad (Universiti Sains Malaysia), Zafar Ahmed (University of Dammam), Sefnedi (Universitas Bung Hatta)

----- **Friday, March 30** -----

12:00-14:00 Lunch (at leisure throughout the resort)

14:00-15:30 **Session 2: State-of-the-Art Knowledge in Going and Growing Internationally**

Session Chair: Dolores Sanchez Bengoa (Bengoa Consulting Ltd.)

Born Again Entrepreneurial Family Businesses: The Role of Outside CEOs and Technology Sourcing, Innovation, and Firm Internationalization

Poh-Lin Yeoh (Bentley University)

The Internationalization Behavior of German High-Tech Startups

Andreas Pinkwart (HHL-Leipzig) and Dorian Proksch (HHL-Leipzig)

International Services Marketing- A Review of Research

Katharina Hofer (Johannes Kepler University Linz- Austria) and Gary Knight (Florida State University)

15:30-16:00 Break

16:00-17:30 **Session 3: Educational Challenges in Preparing Future Global Marketing Leaders**

Session Chair: Nittaya Wongtada (NIDA Business School- Thailand)

Knowledge Management as Supporting Tool for International Marketing Activities

Marc Falko Schrader (Aalen University)

Training Cross-Cultural Competence

Hans Ruediger Kaufmann (University of Nicosia- Cyprus), Maria Englezou (University of Gloucestershire/UK) and Ana Gallego (University of Leon/Spain)

Curative International Marketing: Righting the Wrong

Michael R. Czinkota (Georgetown University)

Intercultural Competence as a Key Success Factor for Performance of Employees Working in Contact with Foreign Customers: A Case of the Banking Industry in Cyprus

Erasmia Leonidou (University of Gloucestershire)

Dinner (at leisure throughout the resort)

-----**Saturday, March 31**-----

All sessions will be held in the Ballroom – Cielo

9:00-10:30 **Session 4: Publishing in International Business**

Session Chair: Subhash Jain (University of Connecticut)

Mary Teagarden (Editor-in-Chief, Thunderbird International Business Review)

Daniel Custer Bello (Marketing Editor, Journal of International Business Studies and Previous Editor-in-Chief, Journal of International Marketing)

10:30-11:00 Break

11:00-13:00 **Session 5: Research and Knowledge Transfer Between Science and Practitioners**

Session Chair: Marc Falko Schrader (Aalen University)

Questioning Western Knowledge Transfer Methodologies Towards a Reciprocal and Intercultural Transfer of Knowledge

Dolores Sanchez Bengoa (Bengoa Consulting Ltd.) and Hans Ruediger Kaufmann (University of Nicosia- Cyprus)

Catch-up, Leap-Frogging, and Globalization: Dynamics of New Product Growth Across Nations

Gerard Tellis (University of Southern California) and Deepa Chandrasekaran (Lehigh University)

Globalizing Locally – The Impact of Cultural Values on Internal Branding Strategies

Christina Ravens-Hobbach (HHL – Leipzig)

Successful Cause-Related Marketing Index: A Synthesis, Conceptual Framework and Research Propositions

Michael Christofi (University of Gloucestershire)

13:00-14:30 Lunch (at leisure throughout the resort)

-----**Saturday, March 31**-----

14:30-17:00 **Session 6: International Marketing Strategies-Global Policy Challenges**

Session Chair: Andreas Pinkwart (HHL-Leipzig)

Charles Skuba (Georgetown University)

Don Bonker (Former Chairman, U.S. House Subcommittee on Trade and International Economic Policy)

Al Zapanta (President, U.S. -Mexico Chamber of Commerce)

Jurgen Althans (Former Publisher for Stern and Capital)

Dinner (at leisure throughout the resort)

-----**Sunday, April 1**-----

Venue will be announced during the Conference

9:00-12:00 Delphi Study Discussion and Round Table Sessions- on International Marketing Topics
(Informal gatherings of like-minded scholars throughout the resort common areas)

Delphi Study Facilitator: Charles Skuba (Georgetown University)

12:00-14:00 Lunch

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PROCEEDINGS

- In Presentation Sequence-

Does the Degree of Global Retail Involvement Affect Retail Performance?

Boryana Dimitrova (Drexel University), Bert Rosenbloom (Drexel University) and Trina Larsen Andras (Drexel University)

Retail internationalization research to date has focused primarily on motives for international retail expansion, international retail strategies, retail market selection and international retail failure (Alexander & Myers, 2000b; Alexander, Rhodes, & Myers, 2011; Dawson, 1994; Etgar & Rachman-Moore, 2007; Pellegrini, 1994). However, only a handful of studies have investigated factors affecting international retail performance (Chan, Finnegan, & Sternquist, 2011; Gielens & Dekimpe, 2001). Moreover, given the rapid pace of globalization and intense retail competition worldwide, it has essentially become imperative for retailers to establish operations outside their home country. So, an interesting question arises: Assuming that a retailer has already established global operations, how does the degree of global retail involvement (DGRI) affect retail performance? The term international retail involvement (IRI) was first coined by Vida, Reardon and Fairhurst (2000) and was defined as “a retailer’s physical/managed store presence in foreign markets” (p. 41). But, as mentioned, most studies have investigated IRI drivers rather than IRI outcomes. So, answering the above question is the purpose of the current study. We believe that, by doing that, we can provide useful theoretical and practical insights. Theoretically, no study has discussed DGRI or examined its performance outcomes for retailers. In addition, we integrate theories from three different business fields: (1) marketing (retail internationalization theory), (2) finance (modern portfolio theory), and (3) management (corporate diversification theory), to develop our hypotheses. From a practical standpoint, global retailers need to understand how DGRI affects their performance because this will allow them to formulate more effective and efficient internationalization strategies and be successful on the global scene.

We argue that two aspects of DGRI should be considered: (1) the number of countries in which a retailer operates and (2) the number of geographic regions in which a retailer operates. To explain the relationship between the first aspect of DGRI and retail performance, we build on modern portfolio theory (Markowitz, 1952, 1959), according to which the purpose of portfolio diversification is to minimize risk and maximize return. Similarly, we argue that retailers that operate in a larger number of countries can reduce both systematic (i.e., macro-economic) and unsystematic (i.e., firm- and industry-related) risk and this contributes to superior performance. In order to delineate the relationship between the number of geographic regions in which a retailer operates and retail performance, we employ corporate diversification theory whose main tenet is that firms that diversify their business in related areas perform better than unrelated diversifiers because related diversifiers benefit from synergy, which allows them to achieve competitive advantage (Lubatkin & Chatterjee, 1994; Rumelt, 1982; Rumelt, 1974). Therefore, we suggest that retailers that operate in a fewer number of geographic regions outperform retailers that operate in a larger number of geographic regions because the former can more easily deploy their resources and experience within rather than across geographic regions.

Drivers of Success for Market Entry Into China and India

Gerard Tellis (University of Southern California) and Joseph Johnson (University of Miami)

China and India are the fastest growing major markets in the world and the most popular markets for foreign entrants. Yet no study has examined the success or failure of these entries. Using a new definition of success and a uniquely compiled archival database, the authors analyze whether and why firms that entered China and India succeeded or failed. The most important findings are rather counter-intuitive: smaller firms are more successful than larger firms and firms entering more open emerging market have lower success. Other findings are that success is higher with earlier entry, greater control of entry mode, and shorter cultural and economic distance between the home and host nations. Importantly, with or without control for these drivers, success in India is lower than that in China. The authors discuss the reasons for and implications of these findings.

Determinant of the Import Success of Street Vendors and Research Agenda

Nittaya Wongtada (NIDA Business School- Thailand) and Dipinder S. Randhawa (SIM University- Singapore)

Street vending is pervasive across the globe, especially in developing countries. Although public policy and attitudes towards street markets vary significantly across countries, street vendors face a common set of problems ranging from tenuous property rights to volatile earnings and harassment from civic authorities. Street markets provide an important outlet for microentrepreneurs. They offer an important source of earnings for migrants to urban areas, as well as a source of relatively inexpensive goods and services for migrants to urban areas at the lower end of the economic scale. There is little systematic research on street markets as street vending is broadly deemed to fall in the domain of informal markets. There is thus little effort by authorities to monitor and compile data on this sector. Studies tend to be of an ad hoc nature, mostly focusing on the socio-economic impact of these activities. This study has two objectives. It starts with a survey of responses to what we believe are five major questions revolving around street vending. Following this we outline the major research issues that could be addressed in future research on this increasingly important issue.

The Market Orientation- Performance Relationship: The Empirical Link in Export Ventures

Craig Julian (Southern Cross University- Australia), Osman Mohamad (Universiti Sains Malaysia), Zafar Ahmed (University of Dammam), Sefnedi (Universitas Bung Hatta)

This study examines the empirical link between three dimensions of market orientation, namely, customer orientation, competitor orientation and inter-functional coordination and overall export marketing performance in Indonesian export market ventures. The study was based on an empirical investigation of firms involved in exporting to foreign countries from Indonesia. The primary data for the study were collected from a self-administered mail survey of 877 export market ventures from the manufacturing sector in Indonesia. From the application of the multiple regression analysis it was concluded that all three dimensions of market orientation had a significant impact on export marketing performance when measured via a composite measure of export marketing performance that included economic indicators, strategic indicators and satisfaction with performance.

Born Again Entrepreneurial Family Businesses: The Role of Outside CEOs and Technology Sourcing, Innovation, and Firm Internationalization

Poh-Lin Yeoh (Bentley University)

Focusing on outside succession among born-again family businesses, this study attempts to understand the role of outside CEOs on the firm's innovative and internationalization efforts among family small and medium-sized companies in Malaysia. Four major constructs were central to this study: innovation, technology sourcing modes, international experience of the outside CEO, and degree of internationalization.

Internationalization behavior has often been described as entrepreneurial, in that it is innovative, proactive and risk-seeking, and is characterized by the speed and scope of the firm's international endeavors from the outset. A firm's ownership structure can have an influence on its internationalization process. With the exception of a few studies, research in the area of internationalization among family small and medium enterprises (SMEs) is still limited. In response to Johanson and Vahlne's (2009) call for more research on different kinds of ownership structures – such as family ownership – in the firm internationalization process, this study is an attempt to close the gap in the current literature. Furthermore, given that high-tech SMEs play a dominant role in the economic development of emerging countries and that most family firms are SMEs, a study that investigates the association between family businesses (FBS) and SME performance is also deserving of attention in the literature.

Based on interviews with 143 firms, findings support the importance of pre-existing ownership advantages for successful internationalization. Process innovation has a significant impact on firms' financial performance while both product and process innovation have a positive impact on non-financial performance. Findings further suggest that product and process innovation depends not only on the firms' internal and external sourcing strategies but is also moderated by the international experience of the outside CEO. While most family firms are assumed to follow the Uppsala model of internationalization, the family SMEs in this study exhibited internationalization characteristics of born-again globals suggesting that a change in management such as the hiring of outside CEOs can trigger internationalization and behaviors similar to born globals (Bell et al., 2003). Given that the firm's degree of internationalization mediates the innovation-performance relationship, this study sensitizes managers on the need to focus not only on innovation, but also on internationalization in order to exploit the full value of their innovations. This realization is particularly important for firms that thrive on innovation.

The Internationalization Behavior of German High-Tech Startups

Andreas Pinkwart (HHL-Leipzig) and Dorian Proksch (HHL-Leipzig)

As part of an empirical long-term study of the financial and risk management of German high-tech companies we conduct a special analysis for internationalization behavior of high-tech companies in the early phase. The long term study uses a comprehensive analysis of merged documents and interviews with the founding players of German early stage funds. We use our empiric findings of the long-term study to find out different strategies and key success factors for the international market entry of high-tech startups. We answer the question if there is a correlation between the international experience and the networking of the startup-team and the scope of international engagement of high-tech startups. We also take into account the uniqueness of the business concept and the influence of the risk-bearing capacity to internationalization.

International Services Marketing- A Review of Research

Katharina Hofer (Johannes Kepler University Linz- Austria) and Gary Knight (Florida State University)

We reviewed the literature on international services marketing from 25 academic journals in the period 1999 to 2010. We discuss the special characteristics of services in light of requirements for international marketing success. Our goal was to shed light on the nature and quality of international services marketing research, to help deepen scholarly understanding of where the literature stands at present, and to make suggestions that might aid scholars in advancing the theoretical dimension of research in this important area of international marketing. We uncovered 347 published articles on international services marketing, a relatively low number given the importance of services in international trade and investment. About 90 percent of the uncovered articles were empirical works. A key finding was that scholarly use of theories, models, and other theoretical perspectives is fairly sparse, which is disappointing in light of the importance of theory in the development of scholarly works. We offer suggestions on employing theoretical perspectives to advance research in this important area. We make a call for more research on international services marketing. The purpose of the present paper is to review the major literature on international services marketing in leading journals. As Knight (1999) covered the period 1980 through 1998, for the present paper we searched a large number of academic journals for articles in the period 1999 through 2010. Our goal is to shed light on the nature and quality of international services marketing research, to help deepen scholarly understanding of where the literature stands at present and to make suggestions that might aid scholars in advancing the theoretical dimension of research in this important area of international marketing.

Knowledge Management as Supporting Tool for International Marketing Activities

Marc Falko Schrader (Aalen University)

Little is known about Knowledge management as supporting tool for professionals in international marketing. As Czinkota/Schrader (2010) state, multinational corporations (MNCs) often don't know what they know and, therefore, miss out on the essence of internationalism, which is developing, sharing and using information on an international level. Knowledge management for MNCs is influenced by many aspects, e.g. the firms' organizational structure (is it centralized or decentralized?), cultural differences (is the MNC operating in individualist and/or collectivist regions/countries?) and/or by its corporate culture (is it competitive or rather partnership-orientated?). These and more aspects affect the readiness to share marketing knowledge across borders.

From a scholarly perspective, it's important to understand better how MNCs perceive and use knowledge management and how shared knowledge helps to improve global marketing activities. Knowledge management in MNCs as research topic seems to be increasingly acknowledged. This conference paper aims to review and consolidate the existing literature around this emerging research area. It intends to expand existing insights and to derive sound hypotheses with a special focus on knowledge management in international marketing. This may serve as a basis for further empirical studies in this under researched area.

Training Cross-Cultural Competence

Hans Ruediger Kaufmann (University of Nicosia- Cyprus), Maria Englezou (University of Gloucestershire/UK) and Ana Gallego (University of Leon/Spain)

The purpose of the current research study is to test a new framework which attempts to capture the different training needs in order to become intercultural competent. As a result indications for the need for specialized training methods differentiated by target segments are provided.

It has been suggested by many researchers that an over generalization of cultural differences within a proposed framework can lead to a gap between the skills being learned and the application of these skills in organizational practices (Caligiuri and Tarique, 2005; Cohen et al., 2005; Mansour and Wood 2010). It has been also suggested by Graf (2004) that a “one-size-fits-all” approach might not be effective, as various aspects of the training needs to be tailored in order to fit the culture and the specific organization.

Comparing the short-term and long-term benefits of various training options, a problem arises when an individual has learned to be competent within a particular cultural setting but, in fact, she or he is not capable to transfer that knowledge and use it appropriately in another cultural setting (Caligiuri and Tarique, 2005).

By conducting a literature review as well as quantitative research, the current study attempts to test a new proposed framework. The study applied the research techniques of questionnaires. The particular questionnaire is testing not only the dimension of Intercultural Competence, but it also tests the level of Emotional Intelligence, Communication Styles and Character Traits and the degree of correlation of these concepts. In effect, comparisons will also be provided between low context cultures and high context cultures as an attempt to distinguish different subcategories of different cultural trends and needs.

Curative International Marketing: Righting the Wrong

Michael R. Czinkota (Georgetown University)

Curative international marketing accepts responsibility for problems caused in the past. It then uses marketing's capabilities to heal and set things right.

Curative marketing's two perspectives consist of looking back for what marketing has wrought and delivering compensatory future action. It needs to draw on jurisprudence, cultural anthropology, philosophy and history and acknowledge that marketing is too important to be left to marketers alone.

Intercultural Competence as a Key Success Factor for Performance of Employees Working in Contact with Foreign Customers: A Case of the Banking Industry in Cyprus

Erasmia Leonidou (University of Gloucestershire)

Today's financial environment is frequently characterized as competitive and unstable. Financial providers must be flexible because everything is changing too rapidly. Due to the financial crisis, which started the first quarter of 2007 (Goddard et al., 2009) consumers changed the way they behave. Furthermore, the technological achievements helped the enhancement of internationalization of the banking sector. Financial organizations need to handle successfully the cultural diversity as the competition becomes tougher every day. The current study is researching the level of intercultural competence of Cypriot banking employees in contact with foreign customers, and the outcome of that level on their performance.

Session 4: Publishing in International Business

Publishing in International Business

Editors from notable International Business titles will discuss the key insights, pointers and challenges in the publishing field. Session Chair, Subhash Jain of University of Connecticut will be joined by Mary Teagarden, Editor-in-Chief, Thunderbird International Business Review and Daniel Custer Bello, Marketing Editor, Journal of International Business Studies and Previous Editor-in-Chief, Journal of International Marketing.

Questioning Western Knowledge Transfer Methodologies Towards a Reciprocal and Intercultural Transfer of Knowledge

Dolores Sanchez Bengoa (Bengoa Consulting Ltd.) and Hans Ruediger Kaufmann (University of Nicosia- Cyprus)

The dizzy quick development of Western European knowledge based societies has a drastic effect on the development of Eastern European societies. Special attention should be paid to the last three years of economic crisis where a shift of existing economic paradigms has occurred. In order to navigate through these turbulent times, many companies, as an option to survive or expand have formed cross border alliances and co-operations. Due to these cross border initiatives, the geographical movement of employees and, implicitly, the flow of intellectual capital play an important role. Paradoxically, however the process of knowledge transfer has been affected due to several shortcomings, for example, the knowledge receiver's lack of absorptive capacity or cognitive learning, a knowledge applicability gap, or the arousal of knowledge sharing barriers.

The reason for this lamentable situation has been identified in the flawed knowledge transfer process. This approach is characterized by a unidirectional flow of knowledge from the West reflecting an ethnocentric approach, inappropriate attitudes on behalf of the knowledge transmitter and the knowledge receiver, by knowledge not being culturally embedded which leads to an alienation of knowledge and, finally a lack of cultural awareness and preparedness on behalf of the Westerners.

The paper applies a phenomenological approach developing grounded theory and contributes to a better understanding of the complexity of the problems and its implications on management from a multidisciplinary perspective. It provides solutions to improve the knowledge transfer process between Eastern and Western European co-operations based on an intercultural and reciprocal methodology and a new conducive learning environment.

Catch-up, Leap-Frogging, and Globalization: Dynamics of New Product Growth Across Nations

Gerard Tellis (University of Southern California) and Deepa Chandrasekaran (Lehigh University)

Are differences in penetration of products across global markets increasing, decreasing or constant over time? What is the impact of globalization on these dynamics? An analysis of the historical market penetration of xxxx categories consisting of 13 new products and services across 68 countries addresses these questions. We find that work products are characterized by high market penetration and convergence in advanced countries but low market penetration and divergence in developing countries. Entertainment products are characterized by quick saturation in advanced countries and leapfrogging in developing countries. Communication products are characterized by convergence between and among advanced and developing countries. While the United States is a consistent leader in the penetration of consumer products over time, increasingly, communication products see fragmented leadership. Economic globalization, social globalization and political globalization influence penetration of new products, after controlling for other important macro variables, however these effects differ across product categories and economic development classes.

Globalizing Locally – The Impact of Cultural Values on Internal Branding Strategies

Christina Ravens-Hobbach (HHL – Leipzig)

As organizations realize that some of their most valuable intangible assets are the brand names connected to products and services, brands increasingly form a distinct part of the organization's strategy. A central requirement is to protect and increase brand equity by promoting customer relationships (Hadwich, 2003), based on consistent brand identity management and the fostering of brand trust as a prerequisite (Dimitriadis & Papista, 2010; Fournier, 1998; Swaminathan, Page, & Gürhan-Canli, 2007). Brand trust is attained and maintained if the brand promise is transmitted authentically across all brand touchpoints; a cross-functional and cross-organizational integration of brand management fosters and promotes consistent representation of the brand (Meffert & Burmann, 1996).

Across all brand touchpoints, employees transmit the essence of the brand expressed through the brand identity as an inside-out perspective of the brand. This activity is critical since brand identity as a management tool pursues two objectives: (1) consistent outward communication of the brand promise with a sense of target positioning across all brand touchpoints and (2) an inward-facing implementation and honoring of the value proposition through adequate employee behavior (Arnhold, 2010). Consequently and to fulfill the brand promise across all brand touchpoints, all employees must know the brand's relevance and be familiar with and transfer the brand's identity consistently (Burmann & Zeplin, 2005).

Internal brand management recognizes the role of employees as crucial in delivering the service as promised by the brand (Punjaisri & Wilson, 2007). Employees with sound knowledge of and strong commitment to a brand are more likely to display behaviors that conform to a brand's identity (Burmann & Zeplin, 2005; Burmann, Zeplin, & Riley, 2009; Tomczak, Esch, Kernstock, & Herrmann, 2009) and exhibit elevated congruence between the brand value promise and brand behavior. A congruence which is associated with higher brand trust, brand authenticity, brand satisfaction, and brand-consumer relationship quality (Burmann, Maloney, & Riley, 2007; Burmann, Piehler, & Becker, 2008; Burmann, Zeplin, et al., 2009; Piehler & Burmann, 2009); leading to increased brand equity (Piehler, 2011).

Further, multinational organizations are particularly challenged in their market entry but also in their growth strategies by the impact of a diverse cultural environment on brand management initiatives. Culture is associated with emphases on commitment levels among employees, since different perceptions of the brand evoke different associations to constituencies (Banerjee, 2008; Foscht, Maloles III, Swoboda, Morschett, & Sinha, 2008). Yet, research exploring the impact of culture on employee brand commitment is rare if not non-existent. The current state of research on internal brand management does not replicate the actual situation multinational firms experience; firms ought to integrate environmental factors such as the cultural values affecting employee commitment in order to grow internationally. Given the lack of research, this paper analyses the impact of cultural values on internal brand management initiatives of multinational corporations by drawing on organizational behavior and cross-cultural management research. The impact of cultural values and also an evaluation of the validity of internal branding models in a cross-cultural setting are so far neglected despite the fact that corresponding studies in the field of organizational commitment and organizational citizenship behavior indicate a relevance of culture on both constructs (Wasti, 2003a, 2003b). This research will also reassess the conceptualization and dimensionality of the brand commitment construct proposed by Zeplin (2006), Maloney (2007) or König (2010) by claiming that brand commitment is not limited to a one-dimensional brand commitment conceptualization that is largely reflecting an affective perspective. Instead the author of the paper hypothesizes a three-component structure of affective, continuance and normative brand commitment. The study will also evaluate the impact of cultural values on the specific brand commitment components.

Successful Cause-Related Marketing Index: A Synthesis, Conceptual Framework and Research Propositions

Michael Christofi (University of Gloucestershire)

Cause-Related Marketing has received considerable attention in recent years to both academic and business communities and organizations invest a large amount of money in CRM campaigns in order to improve sales performance, and positively enhance their corporate and brand image. However, the results expected from CRM practices are often not achieved. Based on a meticulous and systematic review of the existing wisdom, this paper identifies 21 CRM success factors, examined implicitly in 18 articles published in top tier scientific journals. As such, the paper consequently synthesizes the results into a CRM success index and divides the CRM success factors into four main categories, according to their content type. Moreover, several research propositions that emerge from the proposed conceptualization are presented, along with a methodology process to be adopted in order to examine the developed conceptual framework. In parallel, theoretical and practical implications that derive from the conceptual framework and advance the current level of success in CRM campaigns are provided. In conclusion, this manuscript discusses several limitations that bring to light avenues for future research.

International Marketing Strategies-Global Policy Challenges

Today's global policy challenges have significant implications for the current and future landscape of international marketing activities. This session will cover insights from key experts in the government, firms, and academics fields. Andreas Pinkwart of HHL-Leipzig will chair this session. He will be joined by Charles Skuba, Georgetown University, Don Bonker, Former Chairman, U.S. House Subcommittee on Trade and International Economic Policy, Al Zapanta, President, U.S.-Mexico Chamber of Commerce and Jurgen Althans, Former Publisher for Stern and Capital.