

# Emerging Issues in Global Marketing

James Agarwal • Terry Wu  
Editors

# Emerging Issues in Global Marketing

A Shifting Paradigm

 Springer

*Editors*

James Agarwal  
Haskayne Research Professor & Full  
Professor of Marketing at the Haskayne  
School of Business  
University of Calgary  
Calgary, AB, Canada

Terry Wu  
Faculty of Business and Information  
Technology  
University of Ontario Institute of  
Technology  
Oshawa, ON, Canada

ISBN 978-3-319-74128-4      ISBN 978-3-319-74129-1 (eBook)  
<https://doi.org/10.1007/978-3-319-74129-1>

Library of Congress Control Number: 2018933598

© Springer International Publishing AG, part of Springer Nature 2018

This work is subject to copyright. All rights are reserved by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed.

The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

The publisher, the authors and the editors are safe to assume that the advice and information in this book are believed to be true and accurate at the date of publication. Neither the publisher nor the authors or the editors give a warranty, express or implied, with respect to the material contained herein or for any errors or omissions that may have been made. The publisher remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

Printed on acid-free paper

This Springer imprint is published by the registered company Springer International Publishing AG part of Springer Nature.

The registered company address is: Gewerbestrasse 11, 6330 Cham, Switzerland

# Foreword

This world has become a global marketplace and Professors Agarwal and Wu did an outstanding job of editing a book that presents the paradigm shift in global marketing. Inside the covers of this book, you will find a wide range of topics that are pertinent to consumers, businesses, institutional thinkers, and policy makers in navigating the current dynamics of the global world. The topics examined include trends in political risk across the globe and their impact on global marketing, the influence of cultural values in shaping consumer behavior, cross-border e-commerce (CBEC) as a new driver of international trade in the global economy, global brand positioning, and the role of social media that allows for real-time interaction among business-to-business (B2B), peer-to-peer (P2P), and consumer-to-consumer (C2C) markets, as well as between business-to-customer (B2C) markets. Of course, markets are different and you will find insights on differences across emerging markets with special reference to entry mode strategies of MNEs (multinational enterprises) and e-commerce firms. Finally, you will be intrigued by thought-provoking ideas on global CSR, sustainability, and macromarketing issues.

This book has been put together in a way that crystallizes the cohesiveness of the topics covered by different authors so as to present a unified picture of the global marketplace. This book is recommended reading for every serious student, scholar, practitioner, and administrator concerned with issues of a global economy.

Georgia Institute of Technology (Georgia Tech),  
Scheller College of Business  
Atlanta, GA, USA

Naresh K. Malhotra

# Contents

## Part I Introduction

- 1 The Changing Nature of Global Marketing:  
A New Perspective..... 3**  
James Agarwal and Terry Wu

## Part II Emerging Trends in Global Markets

- 2 A Thematic Exploration of the Changing Trends  
in Political Risk and Global Marketing Scholarship  
in the Last Three Decades (1986–2015): Implications  
and Future Research..... 15**  
James Agarwal, Tatiana Vaschilko, and Elena Loukoianova
- 3 Does Country or Culture Matter in Global Marketing?  
An Empirical Investigation of Service Quality  
and Satisfaction Model with Moderators in Three Countries..... 61**  
Naresh K. Malhotra, James Agarwal, and G. Shainesh
- 4 Cross-Border E-Commerce: A New Driver of Global Trade..... 93**  
Yanbin Tu and Joe Z. Shangquan

## Part III Global Marketing Strategies

- 5 Standardized Global Brand Management Using C-D Maps ..... 121**  
Charan K. Bagga and Niraj Dawar
- 6 Social Network Brand Visibility (SNBV):  
Conceptualization and Empirical Evidence ..... 149**  
Aijaz A. Shaikh, Richard Glavee-Geo, Adina-Gabriela Tudor,  
Chen Zheng, and Heikki Karjaluoto

<b>7</b>	<b>Reconfiguring the Marketing Mix to Counter the Counterfeits in the Global Arena .....</b>	<b>179</b>
	Karminder Ghuman and Hemant Merchant	
<b>8</b>	<b>Bridging Institutional Distance: An Emerging Market Entry Strategy for Multinational Enterprises.....</b>	<b>205</b>
	Ogechi Adeola, Nathaniel Boso, and James Adeniji	
<b>9</b>	<b>E-Commerce in Emerging Economies: A Multi-theoretical and Multilevel Framework and Global Firm Strategies .....</b>	<b>231</b>
	James Agarwal and Terry Wu	
<b>Part IV Global CSR, Sustainability, and Macromarketing Issues</b>		
<b>10</b>	<b>CSR-Driven Entrepreneurial Internationalization: Evidence of Firm-Specific Advantages in International Performance of SMEs .....</b>	<b>257</b>
	Maria Uzhegova, Lasse Torkkeli, Hanna Salojärvi, and Sami Saarenketo	
<b>11</b>	<b>Case Study of Corporate Social Responsibility in Japanese Pharmaceutical Companies: A Comparison with Western Firms.....</b>	<b>291</b>
	Terry Wu and Yuko Kimura	
<b>12</b>	<b>How Do Western Luxury Consumers Relate with Virtual Rarity and Sustainable Consumption? .....</b>	<b>311</b>
	Anne-Flore Maman Larraufie and Lucy Sze-Hang Lui	
<b>13</b>	<b>Putting African Country Development into Macromarketing Perspective .....</b>	<b>333</b>
	Mark Peterson and Saman Zehra	
	<b>Index.....</b>	<b>369</b>

# List of Figures

<b>Fig. 2.1</b>	EFA path diagram for Russia, 2001–2005 .....	22
<b>Fig. 2.2</b>	Scree plot for Russia, 2001–2005.....	23
<b>Fig. 2.3</b>	Change in factor scores for Russia, 2001–2005 .....	25
<b>Fig. 2.4</b>	Factor loadings for the first two factors for BRICS and MINT countries .....	26
<b>Fig. 2.5</b>	Temporal changes in the EFA-based index of political risk of BRICS and MINT countries for 1986–2015.....	28
<b>Fig. 2.6</b>	EFA-based index and ICRG political risk rating: geographic maps 1986–2015.....	30
<b>Fig. 2.7</b>	Total number of publications per journal per year, 1986–2015....	32
<b>Fig. 2.8</b>	Distribution of the percentages of cases for each automatically identified topic, 1986–2015 .....	34
<b>Fig. 2.9</b>	Preliminary clusters of broad areas of global marketing scholarship based on automated content analysis .....	35
<b>Fig. 2.10</b>	(a, b) Distribution of number of cases on global marketing (Dictionary Approach), 1986–2015. Distribution of number of cases on ICRG political risk categories (Dictionary Approach), 1986–2015 .....	37
<b>Fig. 2.11</b>	The word cloud of keywords and key phrases in the entire corpus of scholarly articles, 1986–2015 .....	39
<b>Fig. 2.12</b>	Number of published papers per topic per journal, 1986–2015. Note: the category “world economic system” includes mention of all the countries .....	40
<b>Fig. 2.13</b>	The number of publications per major topic for each time period: 1986–1995, 1996–2005, 2006–2015 .....	41
<b>Fig. 2.14</b>	Subcategories of the world economic system, for 1986–2015 .....	41
<b>Fig. 2.15</b>	Research topics in global marketing scholarship, 1986–2015 .....	42
<b>Fig. 2.16</b>	Co-occurrence of research topics in global marketing and research on BRICS and MINT, 1986–2015.....	43
<b>Fig. 2.17</b>	Distribution of global marketing topics per journal, 1986–2015 .....	44

<b>Fig. 2.18</b>	Distribution of ICRG topics per journal, 1986–2015 .....	45
<b>Fig. 2.19</b>	Temporal changes in the number of published papers per ICRG political risk topic, 1986–2015 .....	46
<b>Fig. 2.20</b>	Co-occurrence of major research topics with research on BRICS, MINT, and the rest of the world.....	46
<b>Fig. 2.21</b>	The number of papers on BRICS and MINT per journal, 1986–2015 .....	47
<b>Fig. 2.22</b>	The temporal changes in the number of papers on BRICS and MINT, 1986–2015 .....	48
<b>Fig. 2.23</b>	The co-occurrences of ICRG political risk categories with research on BRICS and MINT, 1986–2015 .....	49
<b>Fig. 2.24</b>	Research across BRICS and MINT countries, 1986–2015 .....	49
<b>Fig. 2.25</b>	Research on BRICS and MINT countries across journals, 1986–2015 .....	50
<b>Fig. 2.26</b>	Changes in global marketing scholarship across three time periods: 1986–1995, 1996–2005, 2006–2015 .....	52
<b>Fig. 3.1</b>	Second-order service quality→satisfaction model with moderators: cross-national vs. cross-cultural analysis .....	71
<b>Fig. 4.1</b>	Export CBEC in China (Data Source: CECRC 2016) .....	99
<b>Fig. 4.2</b>	Bonded warehousing vs. direct import (Source: Ng 2015) .....	100
<b>Fig. 4.3</b>	Infrastructure and environment of China’s CBEC (Source: Revisions on Lee 2015) .....	101
<b>Fig. 4.4</b>	Trading center service in CBEC pilot cities (Source: CFTA 2015) .....	104
<b>Fig. 4.5</b>	Abandoned products by DaiGou at Airport.....	106
<b>Fig. 5.1</b>	C-D map of US passenger car market (Map reproduced from Dawar and Bagga 2015a).....	124
<b>Fig. 5.2</b>	Flow chart detailing C-D mapping implementation in international markets .....	134
<b>Fig. 5.3</b>	Details of alpha and its competition in all seven markets .....	137
<b>Fig. 5.4</b>	C-D maps of Italy and France. C-D map of Italy, dashed orange circle represents competitive set, dashed blue circle represents cognitive neighbors. C-D map of France, dashed orange circle represents competitive set, dashed blue circle represents cognitive neighbors .....	139
<b>Fig. 5.5</b>	Alpha’s cognitive neighbors and competition in Spain. <i>Dashed orange circle</i> represents competitive set. <i>Dashed blue circle</i> represents cognitive neighbors.....	140
<b>Fig. 5.6</b>	Distance of Alpha from Beta in each of the seven countries.....	141
<b>Fig. 5.7</b>	Alpha’s performance along the consumer’s decision-making journey. <i>Dashed red circles</i> represent where Alpha is weak along the customer decision journey .....	141
<b>Fig. 5.8</b>	Budgetary implications for Alpha in each market.....	143
<b>Fig. 5.9</b>	Which positioning dimension makes more sense?.....	144

<b>Fig. 6.1</b>	Four-dimensional conceptualization of SNBV.....	155
<b>Fig. 6.2</b>	SNBV-relationship variables framework.....	155
<b>Fig. 6.3</b>	Conceptual model (A) .....	158
<b>Fig. 6.4</b>	Conceptual model (B) .....	161
<b>Fig. 6.5</b>	Results of structural model with second-order loadings (model A).....	166
<b>Fig. 6.6</b>	Results of path analysis (structural model B).....	167
<b>Fig. 7.1</b>	Counterfeiting issues affecting the brand owners.....	184
<b>Fig. 7.2</b>	Institutional context affecting trade in counterfeits.....	187
<b>Fig. 7.3</b>	Conventional marketing mix .....	188
<b>Fig. 7.4</b>	Extended marketing mix constituents to counter the counterfeits .....	189
<b>Fig. 7.5</b>	Extended marketing mix.....	190
<b>Fig. 8.1</b>	FDI inflows into Africa (\$ Millions) (Data source: UNCTAD: World Investment Report 2015) .....	212
<b>Fig. 8.2</b>	Using stakeholder engagement to bridge institutional distance ...	217
<b>Fig. 9.1</b>	E-commerce in emerging economies: a multilevel framework....	237
<b>Fig. 10.1</b>	A research framework .....	269
<b>Fig. 10.2</b>	Distribution of sample by industry, % from total sample.....	270
<b>Fig. 10.3</b>	A primary international entry mode .....	270
<b>Fig. 10.4</b>	A mediating model .....	275
<b>Fig. 10.5</b>	Indirect effect of market-sensing capability through social responsibility on international performance (Note: * $p < 0.05$ , ** $p < 0.01$ , *** $p < 0.001$ ) .....	275
<b>Fig. 10.6</b>	Indirect effect of environmental responsibility through social responsibility on international performance (Note: * $p < 0.05$ , ** $p < 0.01$ , *** $p < 0.001$ ) .....	276
<b>Fig. 11.1</b>	Product donations-performance matrix .....	304
<b>Fig. 12.1</b>	Conceptual framework .....	325
<b>Fig. 13.1</b>	The SSI's 3 dimensions, 7 categories, and 21 dimensions (Source: Sustainable Society Foundation <a href="http://www.ssfindex.com/ssi/framework/">http://www.ssfindex.com/ssi/framework/</a> ).....	335
<b>Fig. 13.2</b>	Africa and the rest of the world on the 21 dimensions of the SSI in 2016.....	338
<b>Fig. 13.3</b>	Africa and the other developing countries on the 21 dimensions of the SSI in 2016. * = group means are statistically the same (others are statistically different at $p = 0.05$ ).....	339
<b>Fig. 13.4</b>	Africa, other developing countries, and developed countries on averages for well-being .....	340
<b>Fig. 13.5</b>	Political map of Africa (GeoCurrents 2017) .....	342

<b>Fig. 13.6</b>	United Nations Statistics Division’s geoscheme for Africa’s five regions .....	354
<b>Fig. 13.7</b>	2006–2016 change in 21 SSI dimensions for the 5 regions of Africa.....	355
<b>Fig. 13.8</b>	2016 SSI ratings on three dimensions of well-being for UN regions of the world .....	356
<b>Fig. 13.9</b>	Average of three well-being dimensions for UN regions of the world.....	357
<b>Fig. 13.10</b>	Overall sustainability scores for Africa, other developing countries, and developed countries.....	358

# List of Tables

<b>Table 2.1</b>	Rotated factor loadings for Russia, 2001–2005 .....	22
<b>Table 3.1</b>	Psychometric properties of measurement model and correlation matrix .....	75
<b>Table 3.2</b>	Service quality structural model: cross-national vs. cross-cultural analysis.....	77
<b>Table 3.3</b>	Moderating role of individualism: cross-national analysis vs. cross-cultural analysis.....	79
<b>Table 3.4</b>	Moderating role of uncertainty avoidance: cross-national analysis vs. cross-cultural analysis.....	81
<b>Table 4.1</b>	Global online retail sales .....	94
<b>Table 4.2</b>	CBEC vs. traditional international trade .....	94
<b>Table 4.3</b>	Trade volume of China’s CBEC.....	95
<b>Table 4.4</b>	Fitted i-based N-OLI framework for CBEC.....	97
<b>Table 4.5</b>	The structure of China’s CBEC.....	98
<b>Table 4.6</b>	Traditional international trade vs. cross-border e-commerce.....	99
<b>Table 4.7</b>	Ten pilot cities for CBEC .....	103
<b>Table 4.8</b>	Key support and promotion policies for China’s CBEC .....	105
<b>Table 5.1</b>	Comparison of the C-D mapping method vis-à-vis other global brand management methodologies.....	126
<b>Table 6.1</b>	Summary of past literature on SNBV.....	153
<b>Table 6.2</b>	Six-dimensional social network brand visibility conceptualization.....	154
<b>Table 6.3</b>	Measures and items .....	162
<b>Table 6.4</b>	Demographic characteristics of respondents.....	163
<b>Table 6.5</b>	Correlation matrix .....	164
<b>Table 6.6</b>	Three-dimensional SNBV, with first- and second-order loadings.....	166
<b>Table 6.7</b>	Results of hypothesis testing (model A).....	167
<b>Table 6.8</b>	Results of hypothesis testing (model B).....	168

<b>Table 7.1</b>	Profile of different groups of counterfeit producers .....	181
<b>Table 7.2</b>	Mapping extended marketing mix to counterfeit issues.....	198
<b>Table 8.1</b>	Major Nigerian oil production joint ventures (slightly amended to reflect parent name of the companies).....	215
<b>Table 10.1</b>	Differences in CSR between MNCs and SME.....	261
<b>Table 10.2</b>	A typology of responsible business practice orientation.....	266
<b>Table 10.3</b>	Descriptive statistics and correlations of key variables.....	274
<b>Table 10.4</b>	Results of hypotheses test.....	274
<b>Table 11.1</b>	Overall ranking and rating (2016) .....	302
<b>Table 11.2</b>	Product donations and philanthropic activities index (2016) .....	302
<b>Table 11.3</b>	Company financial information for fiscal year 2016.....	303
<b>Table 12.1</b>	List of participants.....	316
<b>Table 13.1</b>	SSI dimensions, measures, and source of measures.....	336
<b>Table 13.2</b>	The dimensions of the SSI and corresponding dimensions of the UN's sustainable development goals.....	337
<b>Table 13.3</b>	Typology of progress-prone and progress-resistant cultures (Grondona 2000) .....	360

# List of Appendices

<b>Appendix 6.1</b>	Six-dimensional conceptualization of SNBV .....	172
<b>Appendix 6.2</b>	Standardized parameter estimates (second-order loadings) .....	173
<b>Appendix 6.3</b>	Single-phase data collection procedure for developing measures (Source: Adapted from Churchill 1979:66) .....	173
<b>Appendix 10.1</b>	International performance, market-sensing capability, social responsibility, and environmental responsibility .....	282

# List of Contributors

**James Adeniji** Leeds University Business School, University of Leeds, Leeds, UK

**Ogechi Adeola** Lagos Business School, Pan-Atlantic University, Lekki, Nigeria

**James Agarwal** Haskayne Research Professor & Full Professor of Marketing at the Haskayne School of Business, University of Calgary, Calgary, AB, Canada

**Charan K. Bagga** Haskayne School of Business, University of Calgary, Calgary, Alberta, Canada

**Nathaniel Boso** KNUST School of Business, Kwame Nkrumah University of Science and Technology, Kumasi, Ghana

**Niraj Dawar** Ivey Business School, Western University, London, ON, Canada

**Karminder Ghuman** LM Thapar School of Management, Thapar University, Patiala, India

**Richard Glavee-Geo** Department of International Business, NTNU-Norwegian University of Science and Technology, Aalesund, Norway

**Heikki Karjaluoto** Jyväskylä University School of Business and Economics, University of Jyväskylä, Jyväskylä, Finland

**Yuko Kimura** School of Business, University of Leicester, Leicester, UK

**Anne-Flore Maman Larrauffie** SémioConsult@ & ESSEC Business School, Paris, France

**Elena Loukoianova** Asia and Pacific Department of the International Monetary Fund (IMF), Washington, DC, USA

**Lucy Sze-Hang Lui** Fendi, Paris, France

**Naresh K. Malhotra** Georgia Tech CIBER and Regents' Professor Emeritus, Scheller College of Business, Georgia Institute of Technology, Atlanta, GA, USA

**Hemant Merchant** University of South Florida in St. Petersburg, St. Petersburg, FL, USA

**Mark Peterson** College of Business, University of Wyoming, Laramie, WY, USA

**Sami Saarenketo** School of Business and Management, Lappeenranta University of Technology, Lappeenranta, Finland

**Hanna Salojärvi** School of Business and Management, Lappeenranta University of Technology, Lappeenranta, Finland

**Aijaz A. Shaikh** Jyväskylä University School of Business and Economics, University of Jyväskylä, Jyväskylä, Finland

**G. Shainesh** Indian Institute of Management (IIM), Bangalore, India

**Joe Z. Shangguan** School of Business, Robert Morris University, Moon Township, PA, USA

**Lasse Torkkeli** School of Business and Management, Lappeenranta University of Technology, Lappeenranta, Finland

**Yanbin Tu** School of Business, Robert Morris University, Moon Township, PA, USA

**Adina-Gabriela Tudor** Department of International Business, NTNU-Norwegian University of Science and Technology, Aalesund, Norway

**Maria Uzhegova** School of Business and Management, Lappeenranta University of Technology, Lappeenranta, Finland

**Tatiana Vaschilko** Haskayne School of Business, University of Calgary, Calgary, AB, Canada

**Terry Wu** Faculty of Business and Information Technology, University of Ontario Institute of Technology, Oshawa, ON, Canada

**Saman Zehra** College of Business, University of Wyoming, Laramie, WY, USA

**Chen Zheng** Department of International Business, NTNU-Norwegian University of Science and Technology, Aalesund, Norway

# About the Authors

**James Adeniji** is a doctoral researcher in the Marketing Division of Leeds University Business School. His research seeks to understand motivations for employees seeking customer feedback and the effects of this behavior on relational assets such as trust and commitment, as well as employee performance measures. Prior to doctoral studies, James earned a first degree in accounting from the University of Oklahoma and an MSc in international accounting and finance from the University of Strathclyde.

**Ogechi Adeola** teaches marketing management at the Lagos Business School (Pan-Atlantic University), Nigeria. Her research interests include tourism and hospitality marketing, strategic marketing, digital marketing strategies, branding management, and export marketing strategies in developing economies, particularly sub-Saharan Africa. She has published academic papers in top scholarly journals. Her coauthored papers had won best paper awards in conference in 2016 and 2017. She is a fellow of the Institute of Strategic Management (ISMN), Nigeria, and the National Institute of Marketing of Nigeria (NIMN). She holds a doctorate in business administration (DBA) from Manchester Business School, UK, and started her career at Citibank Nigeria, spending approximately 14 years in the financial sector before moving into academia.

**James Agarwal** (PhD, Georgia Tech) holds the Haskayne research professorship and is full professor of marketing at the Haskayne School of Business (HSB), University of Calgary. He served as chair and research director of the Marketing Area at HSB from 2002 to 2005 and 2013–2015, respectively. He is listed in *Canadian Who's Who*, University of Toronto Press, and *Marquis Who's Who in America*. In 2017, he received the Albert Nelson Marquis *Lifetime Achievement Award* from Marquis Who's Who. He has published over 50 research papers in major refereed journals, proceedings, and book chapters and has presented his work in major national and international conferences in 20 countries. In 2005, he was listed in *Most Prolific Scholars in International Business Research* compiled by Cavusgil et al. (2005), authored articles published in *International Marketing*

*Review* in 1996–2006, and coauthored Xu et al.'s (2008) article published in *Asia Pacific Journal of Management*. He has received several best paper awards from the American Marketing Association and the Academy of Marketing Science. He is a member of the editorial review board of the *Journal of International Marketing* and *International Marketing Review*, among others. In his spare time, he is passionate about studying and teaching the Bible and is a member of Centre Street Church in Calgary, Alberta. He has been married to Pritam for 22 years and they have four children, Joel, Joshua, Johanan, and Joseph.

**Charan K. Bagga** is an assistant professor of marketing at the Haskayne School of Business. Charan has a PhD in marketing from the Ivey Business School, Canada, and was formerly a visiting professor at Tulane University (2015–2016). He does research in the areas of brand positioning, cognitive representations of competition and innovation, and consumer decision making in alternate market exchange settings. His research has been published in the *Harvard Business Review*, *MIT Sloan Management Review*, and the *Journal of Consumer Psychology*. Charan has also worked as a senior manager in sales and consulting at global corporations (CSC, Standard Chartered, and HCL) in the USA and India.

**Nathaniel Boso** is an associate professor of marketing and executive dean at KNUST School of Business, Kwame Nkrumah University of Science and Technology, Ghana. His research interests lie in international entrepreneurship and marketing and supply chain management from a developing economy perspective. His research has been published in leading journals including the *Journal of Business Venturing*, *Journal of Business Ethics*, *Journal of International Marketing*, *Journal of Product Innovation Management*, and *Industrial Marketing Management*, among many others. He received his PhD in international entrepreneurship and marketing from Loughborough University, UK.

**Niraj Dawar** is professor of marketing at the Ivey Business School, Canada. His research on marketing strategy and global consumer behavior has appeared in the *Journal of Marketing*, *Journal of Marketing Research*, *Journal of International Business Studies*, *Harvard Business Review*, and other outlets. He works with PhD and MBA students as well as with executives of leading companies around the world.

**Karminder Ghuman** has been the area chair in marketing and entrepreneurship and an associate professor at LM Thapar School of Management, Thapar University, Patiala, India, since July 2013. He was the PGP chair from May 2014 to February 2015 and possesses professional experience of 20 years in teaching and in corporate sector. He also heads the Venture Lab – Thapar, an incubation center of Thapar University, and is the coordinator for the Centre for Indian Management, Thapar University. With a PhD (rural marketing) and MBA from Himachal Pradesh University, Shimla, India, he did his MSc (sustainable development) from the Indian Institute of Ecology and Environment, New Delhi, India. He has attended numerous

competency development programs at prestigious institutions like the University of Groningen, the Netherlands; the University of Twente, Holland; Indian School of Business (ISB), Hyderabad; CIIE, Indian Institute of Management, Ahmedabad; Indian Institute of Technology (IIT), Delhi; and Indian Institute of Management (IIM), Kozhikode. Dr. Ghuman's books titled *Rural Marketing* (2007) and *Management: Concept, Practice, and Cases* (2010) have been published by McGraw-Hill. His recent book *Effective Mentoring* has been published by Ane Books. He also coedited a book *Indian Management*, which was published by Bloomsbury in 2016.

**Richard Glavee-Geo** graduated with MSc and PhD in business logistics from Molde University College, Norway. He also has a postgraduate diploma in marketing (CIM-UK) and advanced marketing diploma from Harstad University College (now the Arctic University of Norway). He is associate professor of marketing/logistics and supply chain management (SCM) at the Department of International Business, Faculty of Economics and Management, Norwegian University of Science and Technology (NTNU), Norway. His teaching experience is in consumer behavior, marketing research, international marketing, logistics and SCM and export management at the undergraduate level, and international marketing at the master level. His research interest includes global logistics and SCM, country of origin, social media, bank marketing, interorganizational relationships, and consumer and organizational buying behavior. Richard is particularly interested in the use of second-generation structural equation modeling techniques (e.g., PLS) and CB-SEM application in the broader areas of business and management research. His publications include book chapters published by Palgrave Macmillan and IGI Global and articles published in *International Journal of Export Marketing*, *Research in International Business and Finance*, and *International Journal of Bank Marketing*.

**Heikki Karjaluoto** is a professor of marketing at the University of Jyväskylä, Finland. His research interests include electronic and mobile business, customer value, and financial services marketing. Previous publications have appeared in the *Computers in Human Behavior*, *Industrial Marketing Management*, *Internet Research*, and *Telecommunications Policy*, among others.

**Yuko Kimura** is currently a PhD candidate of social science in the School of Business at the University of Leicester, UK. She graduated with an MBA with merit from the University of Leicester. She obtained her bachelor's degree in pharmaceutical science from Meiji Pharmaceutical University. She has been a registered pharmacist with a national pharmacist certificate in Japan. She has worked in several divisions (medical affairs, global marketing, corporate social responsibility, corporate strategy, and research and development) of a Japanese pharmaceutical company in both Japan and the USA. Her research focuses on organizational behavior, cross-regional and functional collaboration, workplace learning, and lifelong learning. She has published in the *Journal of Business Research*.

**Elena Loukoianova** has worked at the IMF since 2002, and currently she is a deputy division chief at the Asia and Pacific Department of the International Monetary Fund (IMF). In the IMF, she has been working on country surveillance issues, financial inclusion, financial surveillance issues, financial soundness indicators (FSIs) methodology and use for surveillance, methodological and analytical issues of balance sheet analysis, macroprudential policies, and analytical tools to assess and monitor systemic risks. In 2008–2010, she worked as a senior economist (Russia and CIS) in Emerging Market Research for Emerging Europe and Middle East and Central Asia in Barclays Capital, London, as well as a senior economist at the European Bank for Reconstruction and Development (EBRD), where she evaluated policy dialogue and program implementation in different countries. Apart from political risk area, her current research focuses on global liquidity, monetary aggregates, and systemic risks, and she recently published a paper on these issues in the *Economic Policy*. Her work also appeared in the *European Economic Review* and the *Journal of Derivatives*. She holds a PhD in economics from the University of Cambridge, England, and a PhD in mathematics from Ulyanovsk State University, Russia.

**Lucy Sze-Hang Lui** graduated with an MBA in luxury business degree jointly at ISC Paris School of Management and Mod'Art International School of Fashion Design. She is trilingual in English, Cantonese, and Mandarin with an advanced proficiency in French. SzeHang is currently working as a sales associate at Fendi Paris. She previously worked as a sales associate in Loewe for her internship. She was also a property officer in a luxury residential estate in Hong Kong. In her position as a flight attendant for Cathay Pacific Airways, she demonstrated her abilities in providing customer service to VIPs and first-class passengers.

**Naresh K. Malhotra** is a senior fellow of Georgia Tech CIBER and a regent's professor emeritus at Scheller College of Business, Georgia Institute of Technology, USA. In 2010, he was selected as a marketing legend, and his refereed journal articles were published in nine volumes by SAGE with tributes by other leading scholars in the field. He has been listed in Marquis *Who's Who in America* continuously since the 51st edition in 1997 and in *Who's Who in the World* since 2000. In 2017, he received the Albert Nelson Marquis Lifetime Achievement Award from Marquis Who's Who. In 2015, he received the Lifetime Achievement Award from the Prestige Institute of Management, Gwalior, India. He received the prestigious Academy of Marketing Science CUTCO/Vector Distinguished Marketing Educator Award in 2005. In 2011, he received the Best Professor in Marketing Management, Asia Best B-School Award. He has several top (number one) research rankings that have been published. His marketing research books are global leaders. He is an ordained minister of the Gospel, a member and Deacon, First Baptist Church, Atlanta, and president of Global Evangelistic Ministries, Inc. This ministry has documented in independent reports more than 1.7 million people praying to receive Jesus Christ as personal Savior and Lord. He has been married to Veena for more than 36 years, and they have two grown children Ruth and Paul.

**Anne-Flore Maman Larraufie** graduated from the Military Academy of Saint-Cyr as an engineer, got an advanced master in strategy and management of international business (SMIB) from ESSEC Business School (France) and a Certificate in Advanced Studies at Thunderbird Business School (USA), and finally completed her PhD in business administration at ESSEC. After several working experiences in various companies including EADS and LVMH (Guerlain), she decided to set up her own consulting agency SémioConsult® while teaching in prestigious business schools and universities all around the world (ESSEC, HEC, Ca' Foscari, Shanghai Normal University, etc.). She also became a delegate of INPI (the French IP-regulating body) for the European Union and an expert on Made in France and Luxury for the French Ministry of Economy. She is an expert in luxury, consumer behavior, branding, and counterfeiting. She still pursues academic research and publishes in top-tier journals. She got recently the best paper award for her article on the e-semiotics of luxury, published in the *Journal of Global Fashion Marketing*. She is also the academic director of the Advanced Master in Strategy and Management of International Business at ESSEC, for the three campuses (two in Paris and one in Singapore), and as such manages yearly more than 300 students and works with an administrative team of 6 people, all spread around the world. She is also the academic director of Master in Management in the Perfume Industry in partnership with ISIPCA.

**Hemant Merchant** (PhD, Purdue University) is professor of global business at the University of South Florida in St. Petersburg, USA (USFSP). Prior to joining USFSP, he was a professor of international strategy and the dean's endowed research fellow at Simon Fraser University (Vancouver, Canada); his most recent position was at Florida Atlantic University (FAU). He currently is ranked as the tenth most prolific international management scholar in the world. His work has been published in several leading refereed journals, including the *Canadian Journal of Administrative Sciences*, *Global Strategy Journal*, *International Business Review*, *Journal of Management*, *Journal of World Business*, *Management International Review*, *Multinational Business Review*, *Strategic Management Journal*, and *Thunderbird International Business Review*. He has authored *Competing in Emerging Markets* (2008; Routledge) and coedited the *Handbook of Research on International Strategic Management* (2012; Elgar). His most recent edited volume is the *Handbook of Contemporary Research on Emerging Markets* (2016; Elgar). His research endeavors have earned him approximately \$225,000 in various types of grants as well as six research accolades conferred by the *Academy of International Business* (AIB) and *Administrative Sciences Association of Canada* (ASAC). In 2006, Dr. Merchant won the Douglas Mackay Outstanding Paper Award – a coveted prize that he also won in 2005. In 1990, he earned AOM's Best Paper Award. He currently is the editor-in-chief of the *Journal of Asia Business Studies* and also a consulting editor at the *Journal of International Business Studies*, the top-ranked journal in international business. Until recently, he served as the “strategy” editor at the *International Journal of Emerging Markets* and the “strategic management and international business” editor at *Canadian Journal of Administrative Sciences*.

**Mark Peterson** received his PhD in marketing from Georgia Tech in 1994 and joined the University of Wyoming faculty in fall 2007 where he teaches doctoral, MBA (online and on-campus), as well as undergraduate students. His research interests include international marketing, marketing and society issues, as well as research methods. His research has been published in such outlets as *Journal of the Academy of Marketing Science*, *Entrepreneurship Theory and Practice*, and the *Journal of Macromarketing* (where he is ranked as the top author in terms of number of articles and number of citations). He was a Fulbright scholar at Bilkent University in Ankara, Turkey, in 2006. Mark's SAGE Publications book *Sustainable Enterprise: A Macromarketing Approach* in 2013 received three extensive reviews by authors including Shelby Hunt in the December 2012 issue of the *Journal of Macromarketing*. It is in use around the world on campuses, such as Virginia Tech and WU-Vienna. He worked for 11 years at the University of Texas at Arlington where he taught qualitative research to grad students in the specialty masters' program in marketing research. He received the Outstanding Senior Research Award from the College of Business at the University of Wyoming in 2016.

**Sami Saarenketo** is a professor of international marketing at the School of Business and Management, at Lappeenranta University of Technology, Finland. His primary areas of research interest are international marketing and entrepreneurship in technology-based small firms. He has published on these issues in the *Journal of World Business*, *International Business Review*, *Management International Review*, *European Journal of Marketing*, and *Journal of International Entrepreneurship*, among others.

**Hanna Salojärvi** is an associate professor at the School of Business and Management at Lappeenranta University of Technology. Her main research interests include customer relationships, customer knowledge management, and strategic orientations. She has published on these issues, for example, in *Industrial Marketing Management* and *European Journal of Marketing*, among others.

**Aijaz A. Shaikh** is a university lecturer (in marketing) at the Jyväskylä University School of Business and Economics in Finland. He earned his PhD (with a major in marketing) from the Jyväskylä University School of Business and Economics in Finland. Prior to that, he earned his MSc from the AACSB-accredited Hanken School of Economics in Finland, and he has more than 15 years of professional (mostly banking), teaching, and research experience. His primary research interests include both qualitative and quantitative studies in the broader areas of consumer behavior, mobile banking, branchless banking, Internet banking, payment systems, and social media. He has published in *Computers in Human Behavior*, *Telematics and Informatics*, and other refereed journals, such as the *Journal of Financial Services Marketing*, the *International Journal of E-Business Research*, and the *International Journal of Bank Marketing*.

**G. Shainesh** is professor of marketing, Indian Institute of Management (IIM) Bangalore. He has over two decades of research and teaching experience in India and abroad, including the Goteborg University (Sweden), University of St. Gallen (Switzerland), Audencia Nantes and IESEG (France), Vienna University and MCI Innsbruck (Austria), Bocconi University (Milan), and Curtin University of Technology (Perth). His research and teaching focus on CRM, brand management, services marketing, and innovations. He leads the cross-functional research initiative on consumer insights. His case study “Narayana Nethralaya: Expanding Affordable Eye Care” was the second place winner in the GlobaLens 2014 NextBillion Case Writing Competition. The “Best Professor in Marketing” Award was conferred on Shainesh by the CMO Asia Council during the “Best B-Schools in Asia” Awards, July 2011, Singapore. Shainesh is the editor-in-chief of the *Journal of Indian Business Research* (JIBR), an Emerald (UK) publication. His papers on services and relationship marketing have been published in the *MIS Quarterly*, *Journal of Service Research*, *Journal of International Marketing*, *International Journal of Bank Marketing*, *International Journal of Retail & Distribution Management*, *International Journal of Technology Management*, *Journal of Relationship Marketing*, and *International Marketing Review*. His books include *Customer Relationship Management: A Strategic Perspective* (Laxmi Publications) and *Customer Relationship Management: Emerging Concepts, Tools and Applications* (20th Reprint 2017, McGraw-Hill).

**Joe Z. Shangguan** is an associate professor of accounting at the School of Business, Robert Morris University. He holds a doctorate in accounting from the University of Connecticut. He conducts research on corporate financial reporting, the capital market implications of accounting information, and other interdisciplinary topics. He has published in the *Journal of Corporate Finance*, *Review of Quantitative Finance and Accounting*, *International Journal of Banking, Accounting and Finance*, *International Journal of Accounting and Finance*, and *Eurasia Economic Review*.

**Lasse Torkkeli** is an associate professor at the School of Business and Management at Lappeenranta University of Technology, Finland. His research interests include SME internationalization, business networks, organizational capabilities and competencies, and business-to-business interaction. He has previously published in the *Journal of International Entrepreneurship* and in the *European Management Journal*, among others.

**Yanbin Tu** is a professor of marketing at the School of Business, Robert Morris University, Pennsylvania. He is also a summer visiting professor and Chutian scholar at the School of Business, Jiangnan University, China. He obtained his doctorate degree from the University of Connecticut. His research interests cover e-commerce, interactive marketing, database marketing, and customer relationship management. His work has appeared in *International Journal of Electronic Commerce*, *Applied Economics*, *Decision Support Systems*, *Journal of Electronic*

*Commerce Research, International Journal of Internet Marketing and Advertising, International Journal of Electronic Business, and Communications of the ACM.*

**Adina-Gabriela Tudor** is a graduate student at the Department of International Business Faculty of Economics and Management, Norwegian University of Science and Technology (NTNU), Norway.

**Maria Uzhegova** is a junior researcher at Lappeenranta University of Technology (LUT) School of Business and Management. Her research focuses on the international business relationships of firms, with specific emphasis on the role of corporate social responsibility and sustainability in internationalization of SMEs. She has previously published in the *International Journal of Multinational Corporation Strategy*.

**Tatiana Lukoianova Vashchilko** is an assistant professor in strategy and global management at Haskayne School of Business at the University of Calgary. After receiving her PhD in political science and MA in economics from the Pennsylvania State University, she worked as a visiting assistant professor in international business at the Sellinger School of Business at Loyola University Maryland (2015–2016), at the Max M. Fisher College of Business at the Ohio State University (2013–2015), and as a sessional instructor at the DeGroot School of Business at McMaster University (2013). Her main research centers on the strategic responses of multinational enterprises (MNEs) to new challenges and opportunities in international business environment. Specifically, her research focuses on the conditions under which international politics, international institutions, and political risks influence strategies and performance of MNEs. Her work has appeared in the *Journal of International Business Studies (JIBS)*, *International Business Review (IBR)*, and *Journal of the Association for Information Science and Technology (JASIST)*. Dr. Vashchilko was a finalist of the International Management (IM) Division Fundação Dom Cabral Best Paper in Strategy/International Business (IB) Theory Award and a finalist of the William H. Newman Dissertation Award at the 2013 AOM Annual Meeting.

**Terry Wu** is professor of business at the University of Ontario Institute of Technology (UOIT), Canada. His research focuses on international marketing, marketing of higher education, globalization, and trade policy. His research has been published in academic journals including *Management International Review*, *Columbia Journal of World Business*, *Journal of Marketing Management*, *International Marketing Review*, *Journal of Business and Industrial Marketing*, *Journal of International Communication*, and *Thunderbird International Business Review*, among others.

**Saman Zehra** is a marketing doctoral student at the University of Wyoming. She has an undergraduate degree in chemistry and a master's degree in business administration (MBA) with a concentration in marketing and human resource management

from Aligarh Muslim University (A.M.U.), India. She was awarded two university gold medals for her academic performance at the master's level in business, as well as in management. She was also awarded the university merit scholarship at the undergraduate as well as at the master's level. After completing her MBA, she worked in the packaging films industry in India for 19 months as a senior executive in the marketing of exports to Europe and Canada. Her research interests include topics in consumer behavior, specifically the influence of religion, spirituality, and culture on the consumption of goods and services. In her spare time, she enjoys reading, cooking, and traveling.

**Chen Zheng** is a graduate student at the Department of International Business Faculty of Economics and Management, Norwegian University of Science and Technology (NTNU), Norway.

# Endorsements

1. This well-crafted research volume is an excellent addition to the growing literature on new trends in international marketing. The authors present the latest insight on the impact of phenomena such as crossborder e-commerce and digital markets, and they discuss new tools for political risk assessment, international branding and more broadly the reconfiguring of marketing-mix strategies – A powerful reminder that the new global market remains a rugged landscape.
  - **Alain Verbeke** is McCaig Research Chair in Management and Editor-in-Chief Journal of International Business Studies, University of Calgary, Canada.
2. Emerging trends in institutions, markets, and societies, accompanied by new technological advances, are redefining the scope and strategy in global marketing. Professors Agarwal and Wu have assembled a remarkable collection of cutting-edge topics and issues that captures the shifting paradigm in global marketing. This book is very timely and makes a valuable contribution, useful for both scholars and practitioners of global marketing.
  - **Constantine S. Katsikeas** is Arnold Ziff endowed research chair in marketing and international management and editor-in-chief of the *Journal of International Marketing*, University of Leeds, UK.
3. This book presents new and cutting-edge thinking at a time when the traditional views of international marketing need to be scrapped. Convergence forces are creating new opportunities as well as threats on a daily basis, and marketing practitioners as well as scholars must be forewarned as well as forearmed on how to deal with these changes. The real growth is coming from the emerging nations, and the theories that provided sufficient insights 10 years ago have been completely outmoded by the ever-accelerating rate of innovation and technological

change as well as the pressures to address the needs of all of the firm's relevant stakeholders. The strategic insights provided here are absolutely invaluable. Don't miss an opportunity to read this book!

- **John B. Ford** is professor of marketing and international business, eminent scholar and Haislip-Rohrer fellow, and editor-in-chief of the *Journal of Advertising Research*, Old Dominion University, USA.