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International Marketing Research

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Abstract:
Abstract seeks to show that companies should and can build winning cultures. A total of 365 companies in Europe, Asia and North America were surveyed for links between financial out-performance and winning culture. Massive high performers were analyzed in in-depth case studies; one from each region that has metamorphosed its culture is presented. Research divulges that companies' prerogative should be building a winning culture which fewer than 10 per cent of companies succeed in doing, despite broad recognition that culture provides the greatest source of competitive advantage requires five key steps: setting expectations, aligning leaders, accountability for delivery, organization-wide consistency, communication and celebration. Winning cultures tend to display six key behaviors: high aspirations, external focus (customers and competitors), and attitude of ownership, bias to action, valuing collaboration and striving for the exceptional. These can be measured through the daily performance of the company's front line. Therefore, out-performance is rare, but further insights into winning cultures may result when the survey of companies is extended to new regions, such as Latin America. Practical implications are the winning culture key behaviors, key building steps and performance measurement identified. The research also shows that challenges and even crisis can help, rather than hinder, the transformation of a corporate culture into a winning one. Editorial helps focus company leaders on the opportunity and challenges in building a winning culture. It identifies key behaviors of winning cultures; key steps in building them, and how to measure their progress. It should be of value to all management levels from the Chief Executive Officer (CEO) to front-line staff.

International Market Orientation

Research aims at investigating and uncovering the potential effect of exporters' market orientation upon international business relationship with particular emphases on cooperation, dependence, and relationship distance. This is a quantitative study using a mail survey among Thai exporting firms in various industries. The sample size was comprised of 388 strategic business units (SBU's) from 279 Thai export firms in over eight industries. Exporters' market orientation enhances the cooperation between the exporters and their major overseas distributor while minimizing their dependence and relationship distance. In addition, export performance is higher with greater exporter cooperation and lower relationship distance.

Interestingly, the influence of exporter dependence on export performance varied among industry groups. Study extends the domain of market orientation in international contexts by illustrating and empirically testing how exporters' market orientation serves as an antecedent to the development of business-to-business relationships, which ultimately enhances export performance. To business practitioners, this research pinpoints a particular challenge faced by exporters in managing their relationships with their overseas distributors in order to achieve better performance. Our findings show that market orientation plays a crucial role in developing and nurturing cooperative efforts with overseas distributors. As a result, exporters and their overseas distributors are recommended not only to form cooperative norms that are critical to joint marketing decisions and actions, but also aim to establish and maintain mutual dependence for their superior

performance enhancement. This study contributes to marketing and international business literature and provides insights to exporters by investigating the relationships among market orientation, behavioral aspects of business relationships and export performance. It also provides some evidence that market orientation practices are beneficial in enhancing cross-cultural relationships, which have been given limited attention in previous literature.

Market Research

Marketing research tries to solicit information and opinions from consumers, prospects and business customers. Since their needs and wants are constantly changing, marketing research is often an on-going exercise in larger firms with sufficient marketing budgets. Marketing research seeks to gather facts and opinions in an orderly, objective way to find out what people want to buy, not just what you want to sell them. Because demand is dynamic, the research needs to be updated to ensure it matches the reality of the current business environment. Marketing research can help businesses better compete by clearly knowing what their customers say they want and by helping them understand the competitive landscape.

The existence of variable response styles represents a major threat to the correct interpretation of market research findings. In international marketing, this threat is further increased due to samples of respondents from different cultural backgrounds. Research extends the investigation of differences in cross-cultural response styles by studying full response patterns instead of extreme values;

quantify the extent of the potential mistake of not accounting for cross-cultural differences in response behavior and present a simple way of testing whether or not data sets from various cultural backgrounds can be used without correcting for cross-cultural response styles. Two independent data sets are used. We compared extreme response style (ERS) scores by testing for equality of proportions. Respondents' answer patterns are partitioned using the means algorithm, the resulting differences between cultures tested using a Fisher's exact test for count data. The extent of inter-cultural difference in responses is assessed using Asian and Australian respondents differ significantly in ERS and full response patterns. There are differences in cross-cultural response patterns account for up to 6 per cent of the variance in the data, thus representing a significant potential source for misinterpretation in cross-cultural studies.

Difference in Cross-cultural

International market researchers using samples including respondents from more than one cultural background have to be aware of the potential source of misinterpretation caused by cross-cultural differences in response patterns. A simple ANOVA-based procedure allows researchers to determine whether data can be used in its uncorrected form. Research investigates cross-cultural response styles for new groups of respondents (Australian vs. Asian), extends the study from the investigation of extreme values to full response patterns and gives market researchers in the international marketing context an indication of how high the level of potential misinterpretation can be and presents a simple

means of checking how necessary it is to account for cross-cultural differences in response behavior.

The contemporary managerial workplace is changing; baby boomers, the globalization and an increased participation of females in the workforce is redefining what value systems future managers' will hold. This paper aims to build upon the traditional research on work ethics, which focused primarily on working individuals. It seeks to explore future managers' value systems on life vs. work, in a cross-national context. Business students in two French-speaking regions of the world completed Previously validated questionnaires, containing 33 work-life values, Paris (France) and Quebec (Canada). Factor analysis was employed to examine the fundamental value structure of work and life.   Five factors emerged, two pertaining to work context, two to life context and one general factor as following: Extrinsic and intrinsic work context, social/society and ego/self-life context and creativity. Subsequently, a comparison along these values is made between the two regions. Gender differences were also tested along these values. Results show differences in the value systems of these future managers based on region and gender, despite their common French language. The paper provides a discussion of implications of the findings, within a context of ethics and social responsibility in reference to the stakeholder model.

International Marketing

If the exporting departments are becoming successful but the costs of doing business from headquarters plus time differences, language barriers, and cultural

ignorance are hindering the company's competitiveness in the foreign market, then offices could be built in the foreign countries. Sometimes companies buy firms in the foreign countries to take advantage of relationships, storefronts, factories, and personnel already in place. These offices still report to headquarters in the home market but most of the marketing mix decisions are made in the individual countries since that staff is the most knowledgeable about the target markets. Local product development is based on the needs of local customers. These marketers are considered polycentric because they acknowledge that each market/country has different needs.

International Marketing Promotion

After product research, development and creation, promotion (specifically advertising) is generally the largest line item in a global company's marketing budget. At this stage of a company's development, integrated marketing is the goal. The global corporation seeks to reduce costs, minimize redundancies in personnel and work, maximize speed of implementation, and to speak with one voice. If the goal of a global company is to send the same message worldwide, then delivering that message in a relevant, engaging, and cost-effective way is the challenge.

Effective global advertising techniques do exist. The key is testing advertising ideas using a marketing research system proven to provide results that can be compared across countries. The ability to identify elements or moments of an ad is contributing, to that success is how economies of scale are

maximized. Market research measures such as Flow of Attention, Flow of Emotion and branding moments provide insights into what is working in an ad in any country because the measures are based on visual, not verbal, elements of the ad

Types of Advertising Research

Research can be conducted to optimize advertisements for any medium: radio, television, print (magazine, newspaper or direct mail), outdoors billboard (highway, bus, or train), or Internet. Different methods would be applied to gather the necessary data appropriately. First, there are two types of research, customized and syndicated. Customized research is conducted for a specific client to address that client's needs. Only that client has access to the results of the research. Syndicated research is a single research study conducted by a research company with its results available, for sale, to multiple companies.

Pre-testing/ Post-testing

Pre-testing, also known as copy testing, is a form of customized research that predicts in-market performance of an ad, before it airs, by analyzing audience levels of attention, brand linkage, motivation, entertainment, and communication, as well as breaking down the ad's Flow of Attention and Flow of Emotion. Pre-testing is also used on ads still in rough form – e.g., animatics or ripomatics. Pre-testing is also used to identify weak spots within an ad to improve performance, to more effectively edit 60's to 30's or 30's to 15's, to select images from the spot

to use in an integrated campaign's print ad, to pull out the key moments for use in ad tracking, and to identify branding moments. Post-testing/Ad tracking studies can be customized or syndicated. Tracking studies provide either periodic or continuous in-market research monitoring a brand's performance, including brand awareness, brand preference, product usage and attitudes. Advertising tracking can be done by telephone interviews or online interviews—with the two approaches producing fundamentally different measures of consumer memories of advertising, recall versus recognition.

Multi-channel Marketing

Multi-channel Marketing is marketing using many different marketing channels to reach a customer. In this sense, a channel might be a retail store, a web site, a mail order catalogue, or direct personal communications by letter, email or text message. The objective of the company doing the marketing is to make it easy for a consumer to buy from them in whatever way is most appropriate. To be effective multi-channel marketing needs to be supported by good supply chain management systems, so that the details and prices of goods on offer are consistent across the different channels. It might also be supported by detailed analysis of the return on investment from each different channel, measured in terms of customer response and conversion of sales. Some companies target certain channels at different demographic segments of the market or at different socio-economic groups of consumers. The American retailer J.Crew, who sell

their products through retail stores, through the web, and through catalogues is an example of a firm who uses multi-channel marketing.

Retailing International business

International retail companies, and fashion retailers in particular, are increasingly moving into international markets through the franchise mode of operation. Supporting franchisees is a fundamental aspect of the international retail franchise process and is crucial to its success, yet it remains significantly under-researched. The current work aims to address this research gap. A qualitative case study analysis of UK-based fashion retailers' international franchise support mechanisms is provided. We determine that international retail franchise support mechanisms can be classified on two levels, that is, strategic franchise management support and operational franchise support. The franchise manual, development plans and the monitoring of financial data are identified as the main strategic level support mechanisms, with operational support mechanisms identified as support for initial store opening, visits, merchandise range reviews, marketing and advertising and training. Two factors that facilitate the implementation of support, that is, the size of the international Franchise Division and international franchising experience, are also identified in the conceptual framework offered. Research offers very practical guidance to managers of those retail firms considering franchising as an international entry method and those already operating in the international environment. Franchisees can also glean insights on the support they should expect from franchisers.   While support is

fundamental to the success of an international retail franchise venture, academic research on the topic is minimal. This paper therefore makes an original contribution to the developing literature on international retail franchising but also takes a very practical perspective on a pivotal element of the international retail franchise process.

Marketing Communication

Thorough investigation must be performed on brand-level marketing communications decisions of town center-based planned shopping centers in the UK. Approach follows exploratory semi-structured interviews with town center-based shopping center managers; the main stage of the research comprised a postal questionnaire. This investigated two main areas: the nature of the process by which marketing/promotional activities were planned; and the actual "marketing" activities used by respondents (and their perceived importance), with particular reference to marketing communications activities. The questionnaire was administered to shopping center managers in urban shopping destinations classified as major city, major regional, regional and sub-regional in the Management Horizons Europe UK Shopping Index - 173 destinations in total across the whole of the UK. The results are structured using Shrimp's categories of general choices, specific choices and program evaluation. Regarding general choices (i.e. targeting, objectives budgeting), center positioning was regarded, as very important and key target audiences were general public and media at the local/regional level. Objectives focused on raising center profile and improving

footfall. Centers spent an average of 13.6 per cent of operating budget on promotional activities. With regard to specific choices (i.e. mixing communication elements, creating messages), the most widely used promotional elements were found to be press and radio advertising, events and festivals, leaflets and other promotional literature and also public relations. Evidence of integration between communications elements existed although there is potential for greater synergy. Research went into the marketing of planned shopping centers has been somewhat lacking in comparison to other aspects of their operations. As centers face a more intensely competitive environment, the need for effective marketing and promotion is increasingly acknowledged, and this paper provides evidence of the current use of marketing activities in this context.

Goal of Integrated Marketing Communication

A management concept that is designed to make all aspects of marketing communication such as advertising, sales promotion, public relations, and direct marketing work together as a unified force, rather than permitting each to work in isolation. In practice, the goal of IMC is to create and sustain a single look or message in all elements of a marketing campaign. Practitioners such as the Oct Group, however, remind clients that IMC should "permeate every planned and unplanned communication at every contact point where the customer or prospect may receive an impression of the company. IMC incorporates the corporate mission, the compensation plan, the management style, and the employee training. It includes packaging, positioning, promotions, pricing, and distribution."

A successful integrated marketing communication plan will customize what is needed for the client based on time, budget and resources to reach target or goals. Small business can start an integrated marketing communication plan on a small budget using a website, email and SEO. Large corporation can start an integrated marketing communication plan on a large budget using print, mail order, radio, TV plus many other online ad campaigns.

Organization growth in China

With China's economic development over the last two decades, the spirit and practice of Chinese companies have been radically transformed from administrative functions in a centrally planned economy toward that of market-oriented enterprises. As Chinese enterprises restructure, the communication function is also undergoing dramatic changes. Discussion of the Corporate Communication Practices and Trends 2005 Study and the Corporate Communication Practices and Trends: A China Benchmark 2006 allow some insight into the state of the art in China, and help us to infer how best to communicate with the Chinese for a successful business relationship. Observations are based on the Corporate Communication Practices and Trends: A China Benchmark Study, which was underwritten by Prudential Financial, Inc., and conducted in Beijing, China, in December 2005 and July 2006 through a partnership of the Corporate Communication Institute, Beijing Horizon Market Research Group, and Dr Jian "Jay" Wang of Purdue University. Business communication and relationships are integral to success for Chinese

companies and their executives. Five years into its membership of the World Trade Organization, China is the world's fastest growing economy. Its companies are developing global business cultures and corporate communication management functions as they make the transition from government control to market-driven enterprises.

This development is revealing when compared with the corporate communication best practices of multinational corporations in relationships with customers, the media, employees, the community and society, and the government, as well as communication in a crisis. Construal these contemporary practices can lead to healthy business relationship in China. Like any new venture, communication for Chinese businesses is focused on branding, marketing, and identity building. Their executives are developing global practices for relations with employees, and they are developing media relation's practices. Many companies are well on their way to creating socially responsible policies and practices for the environment, energy, and relationships with the community. They are rapidly taking on responsibility, once entirely that of the government, for communication in crises. Based on 'Corporate Communication Practices and Trends': A China Benchmark Study 2006, the Corporate Communication Institute at Fairleigh Dickinson University will conduct a study of Chinese companies and foreign companies operating in China, using a much larger sample. Discussions provide some insight into the state of the art in China, and help us to infer how best to communicate with the Chinese for a successful business relationship.

Research discusses the findings of a first-of-its-kind study of corporate communication practices and trends among Chinese companies.

Measurement in quantitative research

Views regarding the role of measurement in quantitative research are somewhat divergent. Measurement is often regarded as being only a means by which observations are expressed numerically in order to investigate causal relations or associations. However, it has been argued that measurement often plays a more important role in quantitative research. For example, Thomas Kuhn (1961) argued that results, which appear anomalous in the context of accepted theory potentially, lead to the genesis of a search for a new, natural phenomenon. He believed that such anomalies are most striking when encountered during the process of obtaining measurements, as reflected in the following observations regarding the function of measurement in science:

When measurement departs from theory, it is likely to yield mere numbers, and their very neutrality makes them particularly sterile as a source of remedial suggestions. In classical physics, the theory and definitions, which underpin measurement, are generally deterministic in nature. In contrast, probabilistic measurement models known as the Rasch model and Item response theory models are generally employed in the social sciences. Psychometrics is the field of study concerned with the theory and technique for measuring social and psychological attributes and phenomena. This field is central too much quantitative research that is undertaken within the social sciences.

Quantitative research may involve the use of proxies as stand-ins for other quantities that cannot be directly measured. Tree-ring width, for example, is considered a reliable proxy of ambient environmental conditions such as the warmth of growing seasons or amount of rainfall. Although scientists cannot directly measure the temperature of past years, tree-ring width and other climate proxies have been used to provide a semi-quantitative record of average temperature in the Northern Hemisphere back to 1000 A.D. When used in this way, the proxy record (tree ring width, say) only reconstructs a certain amount of the variance of the original record. The proxy may be calibrated (for example, during the period of the instrumental record) to determine how much variation is captured, including whether both short and long-term variation is revealed. In the case of tree-ring width, different species in different places may show more or less sensitivity to, say, rainfall or temperature: when reconstructing a temperature record there is considerable skill in selecting proxies that are well correlated with the desired variable.

Practical strategies for conducting and evaluating analyses of qualitative data applicable for services researchers were used. We draw on extant qualitative methodological literature to describe practical approaches to qualitative data analysis. Approaches to data analysis vary by discipline and analytic tradition; however, we focus on qualitative data analysis that has as a goal the generation of taxonomy, themes, and theory germane to health services research. We describe an approach to qualitative data analysis that applies the principles of inductive reasoning while also employing predetermined code types

to guide data analysis and interpretation. These code types (conceptual, relationship, perspective, participant characteristics, and setting codes) define a structure that is appropriate for generation of taxonomy, themes, and theory. Conceptual codes and subcodes facilitate the development of taxonomies. Relationship and perspective codes facilitate the development of themes and theory. Intersectional analyses with data coded for participant characteristics and setting codes can facilitate comparative analyses. Qualitative inquiry can improve the description and explanation of complex, real-world phenomena pertinent to health services research. Greater understanding of the processes of qualitative data analysis can be helpful for health services researchers as they use these methods themselves or collaborate with qualitative researchers from a wide range.

Quantitative methods

Quantitative methods are research methods dealing with numbers and anything that is measurable. They are therefore to be distinguished from qualitative methods. Counting and measuring are common forms of quantitative methods. The result of the research is a number, or a series of numbers. These are often presented in tables, graphs or other forms of statistics. In most physical and biological sciences, the use of either quantitative or qualitative methods is uncontroversial, and each is used when appropriate. In the social sciences, particularly in sociology, social anthropology and psychology, the use of one or other type of method has become a matter of controversy and even ideology,

with particular schools of thought within each discipline favoring one type of method and pouring scorn on to the other.

Advocates of quantitative methods argue that only by using such methods can the social sciences become truly scientific; advocates of qualitative methods argue that quantitative methods tend to obscure the reality of the social phenomena under study because they underestimate or neglect the non-measurable factors, which may be the most important. The modern tendency (and in reality the majority tendency throughout the history of social science) is to use eclectic approaches. Quantitative methods might be used with a global qualitative frame. Qualitative methods might be used to understand the meaning of the numbers produced by quantitative methods. Using quantitative methods, it is possible to give precise and testable expression to qualitative ideas.

History of Qualitative/Quantitative

Qualitative research approaches began to gain recognition in the 1970s. The phrase 'qualitative research' was until then marginalized as a discipline of anthropology or sociology, and terms like ethnography, fieldwork, participant observation and Chicago school (sociology) were used instead. During the 1970s and 1980s qualitative research began to be used in other disciplines, and became a dominant - or at least significant - type of research in the fields of women's studies, disability studies, education studies, social work studies, information studies, management studies, nursing service studies, human service studies, psychology, communication studies, and other. The greatest

concentration of qualitative research occurred in the consumer products industry during this period. Researchers most interested in investigating consumer new product and product positioning opportunities worked with a handful of the earliest qualitative consumer research pioneers including Gene Reilly of The Gene Reilly Group in Darien, CT, Jerry Schoenfeld of Gerald Schoenfeld & Partners in Tarrytown, NY and Martin Calle of Calle & Company, Greenwich, CT. In the late 1980s and 1990s after a spate of criticisms from the quantitative side, paralleling a slowdown in traditional media spending for the decade, new methods of qualitative research evolved, to address the perceived problems with reliability and imprecise modes of data analysis.

One way of differentiating Qualitative research from Quantitative research is that largely Qualitative research is exploratory, while Quantitative research is conclusive. However it may be argued that each reflect a particular discourse, neither being more conclusive or 'true' than the other.

Roles of Individual Media

This goal may appear simple but, for companies with different teams of people working on each element of the campaign, it can be a challenge to create effective advertising for all media using the same images and messages. Tactically, most marketers think the goal of each medium is different. For example, television ads are generally used for awareness generation, print to educate, and outdoors and radio to keep the message top-of-mind. In reality, the goal of all advertising, including packaging, is to sell.

Identifying Best Marketing Elements

The biggest difficulty IMC marketers face is summed up by Chuck Young of Ameritest, "Even though the different elements in a campaign are designed to work together, that does not mean that all the creative executions will work equally well." This obstacle can be overcome by using advertising to identify the images and messages that will work best across media platforms. Marketers cannot compare a banner ad's click-through rate to a print ad's eye-tracking data to a TV commercial's branded attention score. Therefore, it is important the ad research system provides performance metrics that make it easy for ad managers to make comparisons across media platforms. An effective ad must capture the attention of the audience; it must be well branded so the consumer properly attributes the message only to the sponsor's product or service; and it must motivate the consumer to move closer to the sale.

Formula for Selecting Most Effective Marketing Elements

The goal of researching the elements of proposed integrated marketing communications is to create a campaign that is effective across media platforms. Some marketers may want only ads with the greatest breadth of appeal: the executions that, when combined, provide the greatest number of attention-getting, branded, and motivational moments. Others may only want ads with the greatest depth of appeal: the ads with the greatest number of attention-getting, branding, and motivational points within each.

But, just as media buyers multiply reach by frequency to get a measure of the net effectiveness of a media buy, a calculation can be used in IMC research to determine, when comparing campaigns, which combination would be most effective. By multiplying breadth of appeal times the depth of appeal, the more impact-full campaign is identified. Integrated Testing for Integrated Marketing PDF Campaign 2, in Image 2, is the clear winner using this simple calculation. (See exhibit 3 of the above Integrated Marketing PDF.) Although integrated marketing communications is more than just the ad campaign, the bulk of marketing dollars is spent on the creation and distribution of the advertisements. Hence, the bulk of the research budget is also spent on these elements of the campaign. Once the key marketing pieces have been tested, the researched elements can then be applied to other contact points: letterhead, packaging, trucks, customer service representative training, and more, to complete the IMC cycle. Some other creative marketing communication methods include: social marketing and green marketing may enhance or facilitate the marketing process of building relationship among stakeholders (customers, employees, suppliers, partners, communities, shareholders).

Global Marketing

The Oxford University Press defines global marketing as "marketing on a worldwide scale reconciling or taking commercial advantage of global operational differences, similarities and opportunities in order to meet global objectives."

For a company to keep growing, it must increase sales. Industrialized nations have, in many product and service categories, saturated their domestic markets and have turned to other countries for new marketing opportunities. Companies in some developing economies have found profitability by exporting products that are too expensive for locals but are considered inexpensive in wealthier countries.

Worldwide Competition

One of the product categories in which global competition has been easy to track is in U.S. automotive sales. Three decades ago, there were only the big three: General Motors, Ford, and Chrysler. Now, Toyota, Honda, and Volkswagen are among the most popular manufacturers. Companies are on a global playing field whether they had planned to be global marketers or not. With the proliferation of the Internet and e-commerce (electronic commerce), if a business is online, it is a global business. With more people becoming Internet users daily, this market is constantly growing. Customers can come from anywhere. According to the book, "Global Marketing Management," business-to-business (B2B) e-commerce is larger, growing faster, and has fewer geographical distribution obstacles than even business-to-consumer (B2C) e-commerce. Global marketing is not a revolutionary shift it is an evolutionary process. While the following does not apply to all companies, it does apply to most companies that begin as domestic-only companies. The five stages outlined below are explored in depth in the textbook Global Marketing Management.

Conclusion

Conclusion of this research aims at examine and discovery the possible result of exporters' market course upon international business relationship with particular emphases on cooperation, dependence, and relationship distance. This study contributes to marketing and international business literature and provides insights to exporters by investigating the relationships among market orientation, behavioral aspects of business relationships and export performance. Marketing research tries to solicit information and opinions from consumers, prospects and business customers. Since their needs and wants are constantly changing, marketing research is often an on-going exercise in larger firms with sufficient marketing budgets. After product research, development and creation, promotion (specifically advertising) is generally the largest line item in a global company's marketing budget. At this stage of a company's development, integrated marketing is the goal. Effective global advertising techniques do exist. Syndicated research is a single research study conducted by a research company with its results available, for sale, to multiple companies. Multi-channel Marketing is marketing using many different marketing channels to reach a customer.

The current work aims to address this research gap. A qualitative case study analysis of UK-based fashion retailers' international franchise support mechanisms is provided. Small business can start an integrated marketing communication plan on a small budget using a website, email and SEO. Business communication and relationships are integral to success for Chinese

companies and their executives. Research discusses the findings of a first-of-its-kind study of corporate communication practices and trends among Chinese companies. Quantitative methods are research methods dealing with numbers and anything that is measurable. Quantitative methods might be used with a global qualitative frame. Qualitative research approaches began to gain recognition in the 1970s. One way of differentiating Qualitative research from Quantitative research is that largely Qualitative research is exploratory, while Quantitative research is very decisive. Some other artistic marketing communication methods include: social marketing and green marketing may enhance or facilitate the marketing process of building relationship among stakeholders (customers, employees, suppliers, partners, communities, shareholders).

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