2014 AMA Annual Conference
Global Marketing Special Interest Group

The Honorable Merchant in International Marketing

Cancun, Mexico
Wednesday, April 16 – Saturday, April 19, 2014

PROGRAM

Conference Committee Members:

Michael R. Czinkota (Georgetown University), Chair
Thomas Cooke (Georgetown University)
David Griffith (Lehigh University)
Suraksha Gupta (Brunel University)
Rüdiger Kaufmann (University of Nicosia) (Vilnius University)
Andreas Pinkwart (Handelshochschule Leipzig)

Conference Coordinators:

Kimberly Boeckmann (Georgetown University)
Pedro Valenzuela Parcero (Georgetown University)

CONFERENCE ATTIRE: informal resort dress (no ties please)

SUPPORTED BY:
Journal of International Marketing (JIM)
Thunderbird International Business Review (TIBR)

------Wednesday, April 16------

17:00 – 18:00 AMA Global Marketing SIG Board of Directors Business Meeting

Dinner (at leisure throughout the resort)

19:30 – 20:30 Welcome Reception – Playa Laguna

------Thursday, April 17------
All sessions will be held in the Salón Cielo

9:00 – 9:20 **Opening Address: Why is the Honorable Merchant Important Today?**
Michael Czinkota (Georgetown University)

9:20 – 9:40 **Exercise: Establishing Benchmarks for the Honorable Merchant**
Thomas Cooke (Georgetown University)
Kimberly Boeckmann (Georgetown University)

9:40 – 10:00 Break

10:00 – 11:30 **Session 1: Is Honesty Always the Best Policy?**
Moderator: David Griffith (Lehigh University)

Corporate Social Responsibility and Performance: What Type of Relations with Customers and Suppliers Should Firms Have?
Diane-Gabrielle Tremblay (University of Québec)

Cultural Orientation, Personal/Social Motivation, and the Use of Social Media in Consumer Complaint Behaviors: An Empirical Study in the US and China
Raymond R. Liu (University of Massachusetts Boston), Guang-Xin Xie (University of Massachusetts Boston), Jessie M. Quintero Johnson (University of Massachusetts Boston)

The Role of Cultural Distance in Business Relations: A Transaction Cost Analysis Perspective
Aniruddha Pangarkar (The University of Texas at El Paso), Fernando R. Jiménez Arévalo (The University of Texas at El Paso)

11:30 – 12:30 **Workshop I: International Marketing: Health First, Followed by the Cure**
Leader: Rüdiger Kaufmann (University of Nicosia) (Vilnius University)

12:30-14:00 Lunch (at leisure throughout the resort)

14:00 – 14:30 **Keynote Speech: "The Honorable Merchant or the Devil Incarnate: How Should Marketers Interact with Temptable Consumers?"**
Aaron Ahuvia, Marketing Professor (University of Michigan-Dearborn)

14:30 – 16:00 **Session 2: The Honorable Merchant and Industrial Leadership**
Moderator: Frank Franzak (Virginia Commonwealth University)

A Study of Customer Life Time Value and its Impact on Customer Retention
Kavita Sharma (University of Delhi) and Arshi Zareen (University of Delhi)

An Analysis of Trust Based Customer Relationships
Kavita Sharma (University of Delhi) and Swati Gupta (University of Delhi)

Effect of Socially Responsible Behaviour of a Firm on Brand Trust and Brand Loyalty
Auhud Gronfula (Brunel University), Suraksha Gupta (Brunel University) and Vishanth Weerakody (Brunel University)

Influence of Gender on Business Negotiations in Emerging Countries
Suraksha Gupta (Brunel University), Shyama Ramani (Brunel University), Nick Lee (Brunel University) and John Rudd (Brunel University)

16:00 – 16:15 Break

16:15 – 17:15 **Workshop II: Social Media and Concerns of Honor: Balancing Competing Demands**
Leader: Camille Schuster (California State University)

17:15 – 17:45 **Delphi Round 2**
Michael Czinkota (Georgetown University)
Thomas Cooke (Georgetown University)
Kimberly Boeckmann (Georgetown University)

Dinner (at leisure throughout the resort)

------Friday, April 18------
All sessions will be held in the Ballroom - Cielo

9:00 – 10:00 **Session 3: Meet the Editors**
Moderator: Rüdiger Kaufmann (University of Nicosia) (Vilnius University)

Mary Teagarten, Editor in Chief (Thunderbird International Business Review)
David Stewart, Editor (Journal of Public Policy and Marketing)
David Griffith, Former Editor (Journal of International Marketing)

10:00 - 10:15 Break

10:15 – 11:45 **Session 4: The Honorable Merchant and International Action**
Moderator: Suraksha Gupta (Brunel University)

Investigating Quality Perceptions of Foreign Services by Chinese Consumers
Subir Bandyopadhyay (Indiana University)

The International Dive of Inter-Generational New Products: Measures, Patterns, and Predictive Model
Javier Palacios Fenech (Universidad Adolfo Ibañez) and Gerard Tellis (USC Marshall School of Business)

The Evolution of Scholarly Research on International Marketing Managers' Behavior of Exporters and Marketing Relationships: A Critical Discussion on the Ethical Profile and Competences of International Marketing Managers
George S. Spais (Graduate Technological Educational Institute of Western Greece) and Rüdiger Kaufmann (University of Nicosia) (Vilnius University)

11:45-12:15 **Workshop III: The Impact of MNEs on Global Development Challenges**
Leader: Suraksha Gupta (Brunel University)

12:15 – 13:30 Lunch Break (at leisure throughout the resort)

13:30 – 15:00 **Session 5: What New Criteria and Behavior Emerge from the Honorable Merchant and How can we Inculcate these Dimensions to Future Business and Policy Leaders?**
Moderator: Andreas Pinkwart (Handelshochschule Leipzig)

The Trust Value Chain
Dolores Sanchez Bengoa (Vilnius University) and Rüdiger Kaufmann (University of Nicosia) (Vilnius University)

Traceability in the Food Industry: Armajaro Trading as an Orchestrator of a Large Scale Project in the Chocolate Business
Hildy Teegen (University of South Carolina), Armando Borda (ESAN University), Oswaldo Morales (ESAN University)

Henry Autler, President and CEO (ACME Corporation)

Brian Aiello, Former President (American Chamber of Commerce in Kaohsiung, Taiwan)

15:00 – 15:15 Break

15:15 – 16:45 **Session 6: Corruption and Change - Global Perspectives: Will the Honorable Merchant Always Succeed?**
Moderator: Thomas Cooke (Georgetown University)

Advancing Trust in the Mexican Marketplace: Perspectives and Challenges
Bernardo Altamirano (CEO- Better Business Bureau Mexico Chapter)

Intellectual Property Protection: Public and Private Sector Interaction
Ilkka A. Ronkainen (Georgetown University) and Susan C. Ronkainen (Consultant)

Corruption, Reform, and International Marketing in the Balkans
Valbona Zeneli (George C. Marshall European Center for Security Studies)

Turning the Cheating Culture into the Honesty Culture
Frank Franzak (Virginia Commonwealth University), Van Wood (Virginia Commonwealth University), and Michael Little (Virginia Commonwealth University)

16:45 – 17:20 **Delphi Final Round**
Michael Czinkota (Georgetown University)
Thomas Cooke (Georgetown University)
Kimberly Boeckmann (Georgetown University)

17:20 – 17:30 **Awards and Farewell**
Michael Czinkota (Georgetown University)
Frank Franzak (Virginia Commonwealth University)

Dinner (at leisure throughout the resort)

------Saturday, April 19------

10am Networking sessions continuing throughout the day

PROCEEDINGS

-In Presentation Sequence-

2014 AMA Annual Conference
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Opening Address: Why is the Honorable Merchant Important Today?

Michael Czinkota (Georgetown University)

International merchants have long had been exposed to special difficulties, which often have been subsumed under the heading of the 'liability of foreignness'. (Miller, S.R. Parkhe, A, 2002.*)* Given the advantage of indigenous firms through their greater market expertise, their better connections, closer local ties and their deeper market exposure, in order to be successful the international merchant had to work harder and at greater risk.

So merchants have long had (and perhaps still do) have a variety of objectives when engaging in their trade, focused both on the central players or anchors, and the path to Trust. Table A demonstrates how these two dimensions interact.

Guiding Rules

Path to Trust

	.	Sovereignty	Kinship	Cognitive Bridges
Central Anchor	**Individual/ merchant**	Charles V	Long personal relationship (Genoa)	Reputation (Venice)
	Firm/ organization	East India Company	Hanse	WTO
	State	Tampico (Mexico)	Somalia	Rome

Session 1: Is honesty always the best policy?

Moderator: David Griffith (Lehigh University)

Corporate Social Responsibility and Performance: What Type of Relations with Customers and Suppliers Should Firms Have?

Diane-Gabrielle Tremblay (University of Québec)

In this paper, we question the type of attitude or behaviour firms should have in the present competitive context and look over a certain number of propositions as concerns corporate social responsibility and corporate social performance. In this perspective, we try to address the issue of honesty, although this perspective tends to favour an honest attitude and behaviour, which we tend to support here. The underlying premise for the study of corporate social responsibility (CSR) is that the organization should respect something called "accountability", which in our view is quite close to honesty. The nature and extent of this responsibility varies from one author to another, depending on the theoretical framework adopted and according to the objective pursued, as we will see in the paper. The development of a CSR position within a firm can be seen by some as a movement towards the ethical, moral or political sphere, while some authors, and particularly neoclassical economists consider that firms should only be preoccupied with profit-making. This is of course a limited view and our paper develops on Corporate social Responsibility and CS Performance and their evolution, in order to set the stage for the development of a stronger CSR vision.

Cultural Orientation, Personal/Social Motivation, and the Use of Social Media in Consumer Complaint Behaviors: An Empirical Study in the US and China

Raymond R. Liu (University of Massachusetts Boston), Guang-Xin Xie (University of Massachusetts Boston), Jessie M. Quintero Johnson (University of Massachusetts Boston)

To be an honorable merchant, any firm in today's global marketplace must understand customers' concerns and voices, post-purchase responses, and benefits of long-term relationships with the firm. Particularly, consumer complaint behavior is of central concern in customer relationship management and service marketing. With the growing popularity of social media platforms and mobile communication devices, consumer complaint behaviors have evolved significantly over the past ten years. However, how and why consumers use social media to make complaints remains largely unknown in the literature, especially in the cross-cultural domain. In the present research, we examined the extent to which cultural orientations influence consumer complaint behaviors using social media in China and the U.S. The findings shed light on the mechanisms underlying cultural influences on the use of social media in consumer complaints. This research also provides insights for practitioners to improve social media strategies in two of the world's largest consumer markets. In short, the present research contributes to the studies of consumer complaint, social media, and global marketing with significant theoretical and managerial implications.

The Role of Cultural Distance in Business Relations: A Transaction Cost Analysis Perspective

Aniruddha Pangarkar (The University of Texas at El Paso), Fernando R. Jiménez Arévalo (The University of Texas at El Paso)

The increasing international composition of the value chain highlights the importance of investigating how culture affects international relationships. This paper examines how cultural distance affects control mode choice in business-to-business relationships. Based on Transaction Cost Analysis (TCA) we propose that cultural distance increases the need for tighter modes of control in relationship marketing, since it increases the asset specificity of human capital, perceived environmental uncertainty, and perceived opportunism. Furthermore, we propose that the aforementioned relationships are moderated by firm size and international experience of firms. Specifically, we propose that large firms are more likely to exert less formal control in culturally distant relationships than small firms because large firms have more resources to overcome failure, hence reducing the risk of asset specificity. We also propose that perceived environmental uncertainty and perceived opportunism in culturally distant relationships will be lower for firms with past experience in international relationships. Implications for research and practice are also discussed.

Workshop I: International Marketing: Health First, followed by the Cure

Leader: Rüdiger Kaufmann (University of Nicosia) (Vilnius University)

Companies are embedded in an open, highly interactive, complex and diverse social system. The various actors are in constant relationships with each other and engage in exchanges for mutual survival, growth and continuous maintenance and restructuring of the system. Hence, this workshop explains corporate behavior not only via mainstream management or marketing related theories but, additionally, by multidisciplinary concepts derived from a sociological, psychological or thermodynamics background using theories such as identity, institutionalism, neo-institutionalism, the viable system approach, isomorphism, autopoiesis, entropy/syntropy and, mainly, Social Coherence and Salutogenesis (Antonovsky, 1991;1993; 1995; 1997; Riese, 2005; Kroeninger-Jungalberle and Grevenstein, 2013). Very recently, the innovative marketing paradigm of 'Curative Marketing' took account of this enhanced social embeddedness of International Marketing (i.e. Czinkota, Kaufmann, Basile, 2014) increasingly contributing, for example, to ecological sustainability, consumerism, social improvements (i.e. with regards to innovative products for the aging society) and cross-cultural understanding. Curative international marketing calls companies to actively embrace responsibility for restoring and developing international economic health in terms of social and individual welfare. This implies that new issues in International Marketing to be addressed with new strategies, tools and frames of reference to deliver joy, pleasure, fulfillment, safety, personal growth across borders (Czinkota, 2013). Whereas the latter reflects the external results of a Curative International Marketing philosophy, this workshop holds that, before curative external results can be created, first a condition of internal corporate health must be achieved and assured to achieve an effective, efficient and, most of all, authentic behavior. The aim of the workshop is to integrate external and internal Curative Marketing approaches resulting in higher levels of corporate contributions to urgent social and ecological cross-border problems based on higher levels of corporate health and authenticity.

Keynote Speech: "The Honorable Merchant or the Devil Incarnate: How Should Marketers Interact with Temptable Consumers?"

Aaron Ahuvia, Marketing Professor (University of Michigan-Dearborn)

In this talk I will argue that some—indeed many—marketers are the devil incarnate. I mean that quite literally. The devil I wish to speak about is a literary character. He is handsome and charming, a smooth talker. He is honest in a literal sort of way, being bound by his word. Yet he is evil. He knows each person's weaknesses and exploits them, tempting us to do harmful things. Marketers are the devil incarnate when they literally become the physical manifestation of this mythic figure. My discussion of this topic will draw on research on the psychology of temptation. I will also address what I see as some key limitations and contradictions within current marketing discourse about "maximizing customer value," and explain how they relate to devilish marketplace behavior.

Session 2: The Honorable Merchant and Industrial Leadership

Moderator: Frank Franzak (Virginia Commonwealth University)

A Study of Customer Life Time Value and its Impact on Customer Retention

Kavita Sharma (University of Delhi) and Arshi Zareen (University of Delhi)

In today's highly competitive market companies are urged to acquire and build relationships with customers, to retain them over longer time period and not just to pursue them with discrete transactions only. It is, therefore, important to know whom to retain? Is it the customer who generates high revenue or the one who has long duration of association with the company or the one who is more satisfied, or else the firm should try to retain all of its customers. Present study attempts to empirically investigate profitability of set of customers to find out the extent to which they are suitable for retention purposes. Study used the methodology of calculating customer lifetime value (CLV) as a measure of customer profitability and identifies the customers with the greatest potential for retention. The study is based on a data set of 616 customers of two Delhi based companies' selected to address the issues related to different transactional settings, i.e., B2B and B2C and also the relationship settings, i.e., contractual and non-contractual. Based on CLV calculations, study holds interesting implications for firms seeking customer retention. It is possible to have better selection of customers to be retained, and to seek refinement of strategies to help in turning the high CLV customer to stay over the longer duration. Analysis also reveals that firms may actually opt out some customers who are least profitable, and has only negligible effect on the value of customer equity base.

An Analysis of Trust Based Customer Relationships

Kavita Sharma (University of Delhi) and Swati Gupta (University of Delhi)

Customer trust, defined as willingness to rely on an exchange partner in whom one has confidence, is one of the important dimensions of developing customer relationships. Customer trust tends to influence consumption and buying patterns within the established relationship. Present study attempts empirical investigations to find out customers' perceptions about practices and behaviour of employees and organization that build their trust and the mechanisms that convert trust into loyalty**.** The questionnaire based survey technique was used to test the relevance of operational competence, operational benevolence and problem solving orientation as the basis to trust building in Indian context and, the effect of trust on loyalty and value. Sample comprised of 835 respondents to the questionnaire measuring customer perceptions about the basis of trust, value and loyalty in the context of several durable (automobile, branded clothing and mobile handsets), non-durable (toiletries) and service (cellular services, insurance, and restaurants) products. Study used multi-variate analysis techniques, including factor analysis, and structural equation modelling (SEM) to test the stated hypotheses. Study holds significant implications for marketers operating in national or international markets, and exploring the avenues for relationship building with their customers.

ISBN: 978-0-615-99632-5

Effect of Socially Responsible Behaviour of a Firm on Brand Trust and Brand Loyalty

Auhud Gronfula (Brunel University), Suraksha Gupta (Brunel University) and Vishanth Weerakody (Brunel University)

Corporate social responsibility has been the object of the majority of the researches in the recent decades, and researchers have adopted varying perspective. Initially the concept of CSR was extremely related with economic aspects, understood as the firm's obligation to extend shareholder value. These approaches to social responsibility are fairly narrow, however, since they are limited to particular aspects of the concept and do not take its multi-dimensional nature into account. CSR should be understood as a wide concept, since it takes in the whole set philosophical and normative issues associating to the role of business in society. Therefore the current research will present the two dimensions of Carroll's 1997 model to investigate the relationship between the CSR and other related construct. According to Carroll's model, firms have economic, ethical and philanthropic obligations towards their environment and society. These three dimensions make up the corporate social responsibility. The aim of the current research is that to investigate how corporate philanthropy and ethical behaviour influence the consumer behaviour and attitude toward the corporate brand. The research will collect the perceptions of consumers of the global brands in emerging market (Saudi market) about ethical behaviour and corporate philanthropy. In attempt to deepen understanding of how consumer perceptions about making donation to charities and behaving ethically connected with other customer related outcomes. The contribution of this research is to propose a comprehensive model that may add a valuable contribution to the previous literature by developing a model encompassing two dimensions of CSR ethical behaviour and corporate philanthropy and other key constructs: brand promotion, brand trust and brand reputation, and brand equity. This model will enhance the understanding of the consumer behaviour towards global brand that applied CSR and to identify weather CSR is really important for consumer to become loyal to the firm. Moreover, this new concern for global brands behaviour will help the marketplace to enhance their strategies to achieve loyal customers.

Influence of Gender on Business Negotiations in Emerging Countries

Suraksha Gupta (Brunel University), Shyama Ramani (Brunel University), Nick Lee (Brunel University) and John Rudd (Brunel University)

It is difficult for firms that operate in emerging markets through their marketing offices to promote diversity and equality of two genders in their international operations because negotiation with sellers in such countries is considered to be an activity usually performed by men. As men and women deploy distinctly different strategies when they act as negotiators; how they are different and how such differences impact the outcome of negotiations is still not understood. To address this gap, a framework with a set of testable hypotheses is developed. Our findings contradict the stereotyped notion that women are comparatively less effective and successful as negotiators than men. We identify the distinctiveness in capabilities and strategies used by two genders and suggest that women are clearer regarding acceptable outcomes, less rational, more impatient and more opportunistic in different ways than men during a negotiation process. Limitations and managerial implications of the study are presented.

Workshop II: Social Media and Concerns of Honor: Balancing Competing Demands

Leader: Camille Schuster (California State University)

The Honorable Merchant in the 21st Century is caught between competing demands: data, privacy, transparency, regulations, consumer communication, and metrics. All six of these issues can pull a business in a different direction. The purpose of this roundtable discussion is to specify the challenges and explore ways of managing the challenge. Companies need social media for managing consumer relationships, conducting research, creating interaction, and evaluating success. There is a question about companies' transparency when gathering data (e.g., opt-in vs. opt-out approaches), storing data, and using the data. There is also a question about the accessibility of the data by other divisions of the company, business partners, and/or the government. All of these issues need to be managed in a global business environment in which countries, trade blocs, and organizations have different standards, laws, and policies. The honorable merchant needs to find a way through the maze of this ever-changing environment.

Session 3: Meet the Editors

Moderator: Rüdiger Kaufmann (University of Nicosia) (Vilnius University)

Thunderbird International Business Review

Mary Teagarten, Editor in Chief

Thunderbird International Business Review is a peer-reviewed journal that is published six times a year by Wiley in cooperation with the Thunderbird School of Global Business Management, the world's leading institution in the education of global managers. The journal's aim is to advance and disseminate research in the field of international business. Its main target audience includes academicians and executives in business and government who have an interest in international business.

The globalization of markets and businesses brings the need for more active communication and a greater exchange of ideas and research among scholars and practitioners throughout the world. Thunderbird International Business Review features innovative ideas and new research methods for understanding the challenges confronting global business. Emphasizing applied research, the articles—whether empirical, field study, or conceptual—help to bridge the gap between academics and the business community.

Thunderbird International Business Review is a practitioner-oriented journal that presents innovative ideas and new research on understanding the challenges confronting global business. Covering the breadth of international business, articles discuss human management, marketing, finance, and accounting. The economic, political, legal, sociocultural, and technological issues related to international business are also discussed. Taking a multidisciplinary approach, the journal covers various aspects of international business, including the unique challenges of global human management, marketing, finance, and accounting. This journal also features economic, political, legal, socio-cultural, or technological issues related to international business.

The Journal of Public Policy and Marketing
David W. Stewart, Editor

The *Journal of Public Policy & Marketing* addresses the dynamic relationship between marketing and the public interest. Published by the American Marketing Association, it is a source for understanding today's most important issues that rest at the nexus of marketing and public policy. Each issue features a wide-ranging forum for the research, findings, and discussion of marketing topics related to business and government, including, but not limited to, issues on innovation, economic development, globalization, ecology, safety and security, nutrition and health, consumer vulnerability and protection, ethics and social responsibility, regulation and deregulation, antitrust, privacy, and intellectual property. The *Journal of Public Policy & Marketing* publishes papers that contribute to an understanding of the role of marketing as it arises from and leads to policy decisions and/or legislative and regulatory actions. All types of papers and research procedures are valued by the journal, including literature reviews, historical analyses, surveys, laboratory and field experiments, econometric modeling, conceptual analysis, and legal analysis. The journal welcomes both normative and positive-oriented articles, as well as both macro- and micro-level analyses. Papers submitted to the *Journal of Public Policy & Marketing* should be explicit about the contribution to marketing and public policy.

Journal of International Marketing
David Griffith, Former Editor

Journal of International Marketing is an international, peer-reviewed journal that is dedicated to advancing international marketing practice, research, and theory. The journal presents scholarly and managerially relevant articles on international marketing. Aimed at both international marketing/business scholars and practitioners at senior- and mid-level international marketing positions, the journal's prime objective is to bridge the gap between theory and practice in international marketing. The editor encourages scholars and practitioners from around the world to submit articles with a diverse approach to international marketing. He welcomes traditional empirical articles on important international marketing issues, thoughtful essays on international marketing trends and practices, in-depth case studies of individual companies or industries, and integrative research reviews. These articles can be traditional narrative reviews or meta-analyses that result in theories, models, or further research agendas. Articles should be written in a clear, concise, and logical manner. Professor Griffith will address common challenges to publishing in the journal and strategies for developing work suitable for publication in the journal.

Session 4: The Honorable Merchant and International Action

Moderator: Suraksha Gupta (Brunel University)

Investigating Quality Perceptions of Foreign Services by Chinese Consumers

Subir Bandyopadhyay (Indiana University)

Consumers are known to use the country-of-origin (COO) of a product to infer the quality of products. Products of technologically advanced countries such as the US and Germany are known to enjoy positive country-of-origin effects. Conversely, products made in the developing countries typically suffer from negative COO effect. While this influence of COO is widely recognized for products, the same cannot be said about services. Only a handful of studies have empirically investigated the relationship between COO and perceived service quality. Additionally, most of these studies in this research paradigm, are undertaken in industrialized countries; hence their findings cannot be extrapolated to the newly industrialized countries (NIC) that offer tremendous market potential for global services. It has, therefore, become imperative for multinational companies to understand if and how consumers in the major NICs use COO and other cues to infer service quality.

Using data collected from consumers in Beijing in the Peoples Republic of China, we demonstrate significant COO effect on two service categories: hotels and restaurants. We also highlight how these research findings will help managerial decisions about pricing and promotion.

The International Dive of Inter-Generational New Products: Measures, Patterns, and Predictive Model

Javier Palacios Fenech (Universidad Adolfo Ibañez) and Gerard Tellis (USC Marshall School of Business)

The dive is a sudden drop in the penetration of an old product typically due to the introduction of a new substitute product. The total time-to-dive is the period from the introduction of the new product to the dive of the old product and includes a hidden discontinuance period (10.4 years) from the introduction of the new product to the peak of the old product plus an overt time-to-dive (1.8 years) from the peak to the dive of the old product. Thus, the hidden discontinuance period is long, providing managers of the old product ample opportunity to ethically and sustainably plan for the new product.

The goals of this study are to develop metrics to measure the dive, ascertain its patterns across developed and emerging markets, identify its key drivers, and develop a predictive model for it. The study is on 295 pairs of products in five categories across 86 countries between 1977 and 2011. The model can predict the occurrence of a dive with a true positive rate of 62% and a true negative rate of 88%. Managers can use these metrics to optimally withdraw marketing efforts from obsolete products and introduce new products in an ethical manner.

The Evolution of Scholarly Research on International Marketing Managers' Behavior of Exporters and Marketing Relationships: A Critical Discussion on the Ethical Profile and Competences of International Marketing Managers

George S. Spais (Graduate Technological Educational Institute of Western Greece) and Rüdiger Kaufmann (University of Nicosia) (Vilnius University)

Based on the theme of this conference, this study examines how scholarly research on the research theme of international marketing managers' behavior and their marketing relationships has evolved the last decade (2003-2013) and envisages the shape of this research theme from 2014-2016. From the 2,083 words for 22 key-concepts counted in the abstracts of the 327 journal articles of the international marketing literature, we identified prominent concepts from the 22 key concepts. The key words of "international/global marketing" and "marketing relationships" included of the 100% of the journal articles' abstracts and keywords. In order to investigate the two research questions, we assessed sets of concepts –adopting the background of "honorable merchant" and an experiential learning view- that best reflect the marketing relationships in international marketing channels theme by conducting a series of multiple linear regression analyses. Trend analyses based on the frequency word counts indicated prospects for increase of focus around specific topics. Indeed, the research results show that the progress of the research theme in the international marketing literature can be measured and it's nature -as a phenomenon- can be characterized based on: (i) the identification of the most satisfying relationship and predictive equation during the forecasting analysis; (ii) the forecasting of each independent variable using built in linear, exponential and polynomial of 2nd and 3rd order methods; and (iii) the trend R2 analyses and the trend analyses for each set of the independent variables (based on calculated statistical strength) for the next three years (2014, 2015 and 2016).

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Workshop III: The Impact of MNEs on Global Development Challenges

Leader: Suraksha Gupta (Brunel University)

CAN MULTINATIONALS SOLVE GLOBAL PROBLEMS?

MNEmerge project explores the role of multinational enterprises (MNE) in addressing global development challenges by mirroring the impacts of the operations of MNEs against the United Nations Millennium Development Goals. The project includes field research in three developing countries, Brazil, Ghana and India. The four objectives of the project are:

1. Developing a comprehensive framework to analyze the impacts of MNEs towards socio-economic development;
2. Developing a model that describes the relationships between MNEs, FDI and the economy;
3. Performing case studies and quantitative analysis to verify the developed model;
4. Analyzing the role of public policies in supporting responsible business practices and the Millennium Development Goals.

MNEmerge also provides recommendations regarding modes of MNE collaboration with societal stakeholders. Thus, the project aims at supporting business sustainability while simultaneously ensuring sustainable development of a society.

The partners of the project are:
Lappeenranta University of Technology, Finland (Lead Partner), King's College London, UK, Brunel University, UK, University of Oxford, UK, University of Turku, Finland, United Nations University, Netherlands, Public Health Foundation of India, India, Science and Technology Policy Research Institute, Ghana, INESC P&D Brazil, Brazil.

For more information, please visit the MNEmerge website www.mnemerge.com.

MNEmerge is a three-year (2014–2016) international research project that has received funding from the European Union's Seventh Framework Programme for research, technological development and demonstration under Grant Agreement No. 612889.

Session 5: What new criteria and behavior emerge from the Honorable Merchant and how can we inculcate these dimensions to future business and policy leaders?

Moderator: Andreas Pinkwart (Handelshochschule Leipzig)

The Trust Value Chain

Dolores Sanchez Bengoa (Vilnius University) and Rüdiger Kaufmann (University of Nicosia) (Vilnius University)

Adjectives describing the term 'trust' are invisible, intangible, powerful; expected and desired by many business partners, but also abused and betrayed by others. The term trust, due to its intangible nature, is on some occasions ignored or superficially treated by companies which implicitly do not invest enough time on its development and successful implementation. These lacunae can be reasoned in that trust is difficult to quantify in economic terms in order to put it on the balance sheet as a financial asset. However, when trust doesn't exist between international co-operation partners, negative financial implications occur. Hence, trust must be accounted for and nurtured. Ignoring this care or even abusing it represents a high risk and an immediate detriment to both, business relationships and profitability.

The purpose of the paper is to focus the literature review on the influence of trust on the following trilogy of interrelated factors bearing on the success of international business co-operations and implicit economic benefits: knowledge creation, knowledge sharing and knowledge transfer. In addition, the paper shares empirical findings on the implications of trust development for knowledge transfer between Russian and German speaking companies generated by a grounded theory approach, and the trust influence on an Austrian construction project completion derived from content analysis. The positive influence of trust on the trilogy of knowledge creation, knowledge sharing and knowledge transfer results in higher levels of the involved companies' innovativeness culminating in higher levels of profitability. A model interrelating the aforementioned concepts is provided. The paper calls for further quantitative research to better explain the seemingly existing 'lack of trust in trust'.

Traceability in the Food Industry: Armajaro Trading as an Orchestrator of a Large Scale Project in the Chocolate Business

Hildy Teegen (University of South Carolina), Armando Borda (ESAN University), Oswaldo Morales (ESAN University)

This case presents how Armajaro Trading designs and implements a large scale project in the food industry to address the major challenges faced by chocolate manufacturers in their supply chain. The chocolate industry faced several reputational risks that are related with poor living standards of cacao´s small farmers, potential exploitation of labor and hence, a lack of sustainability in the sourcing of cacao. The cornerstone in Armajaro´s design was to secure the traceability of cacao. The company identified an opportunity for a large scale project in Perú thanks to the interest of the Peruvian government and the international community to find alternatives to farmers located in formally coca-growing regions. In its model, Armajaro considered the development of an agroforestry system, the presence of large scale investors, linkages with the global market of cacao, management of expectations and relations with small farmers, access to small scale microcredits and technological transfer to them. The case concludes by presenting the major problems needed to be addressed to secure the survival of the project in the long run.

Session 6: Corruption and change - global perspectives: Will the Honorable Merchant always succeed?

Moderator: Thomas Cooke (Georgetown University)

Advancing Trust in the Mexican Marketplace: Perspectives and Challenges

Bernardo Altamirano (CEO- Better Business Bureau Mexico Chapter)

During the last 20 years, NAFTA has allowed a convergence in terms of trade in goods and services between Mexico with the US and Canada which has improved the performance of high standard companies. However, the transparency, accountability principles, and trust have not been advancing at the same pace in the rest of businesses nor consumers. It is in this regard that some agencies have arisen in order to generate self-regulation, standards and best practices codes among companies, provide the use of trustmarks and increase the consumer rights protection and information, all these in order to build trust in the marketplace.

Intellectual Property Protection: Public and Private Sector Interaction

Ilkka A. Ronkainen (Georgetown University) and Susan C. Ronkainen (Consultant)

Firms and government must act to secure, protect and enforce the rights of intellectual properties (IP). The actions have to be both reactive and proactive. Four types of action against counterfeiting are legislative action, bilateral and multilateral negotiations and joint private sector action and measure taken by individual companies with each party interacting to become the most effective.

Corruption, Reform, and International Marketing in the Balkans

Valbona Zeneli (George C. Marshall European Center for Security Studies)

International marketers have shown time little interest in the Balkans, although it offers unique opportunities for strategic investments. The small region has arrived at an image characterized by a history of conflicts, wars, regional disputes and mistrust among neighbors, creating insecurity feelings to foreign investors. Recently, significant progress has been made in the Balkans and bold reforms have taken place, mainly inspired by the Euro-Atlantic integration vision. Still, domestic and foreign companies face many challenges in the business environment of these countries. Among the most significant challenges listed, is the high level of rampant corruption. Hardly hit from the global economic and financial crises, it seems that the leaders in the Balkans are undertaking the necessary measures to lift their countries out from the recession through improving the business climate for sustainable growth and development.

International marketing is the best way to increase the national strength and status for the small nations of the Balkans, which have limited territories and resources. Amid, inexperienced with the science of international marketing, only through serious engagement in the global market, there will be positive prospects for their populations for better jobs, improved skills, higher standards of living and a sustainable economic and social development for the region.

Governments, in partnership with businesses, should engage in creating a friendly business environment for the attraction of quality FDI in strategic sectors, implement the necessary reforms and curb the rampant corruption in their economies.

Honorable Behavior May Not Always Be Captured with an Honor Code

Frank Franzak (Virginia Commonwealth University), Van Wood (Virginia Commonwealth University), and Michael Little (Virginia Commonwealth University)

Academic dishonesty is a serious problem affecting higher education. The influx of foreign students into university systems complicates the situation. While reasons for cheating by students from other countries can be similar to those observed among domestic students, the fundamental values guiding behavior of these different groups can vary significantly. Business schools need to give consideration to this situation. As the primary source of knowledge and training for the next generation of industry leaders, the university is typically the last step for influencing decision making ethics.

At many institutions, an honor code conveys the importance of honest behavior. In the typical scenario, students are made aware of the code and the severe punishment for breaking it. This same code is likely presented to incoming foreign students. What is not known is if they understand and interpret it the same as host country students.

The purpose of this paper is to consider the implications of this standardized approach to combatting academic dishonesty when the target audience is from a foreign country. An ethnographic exploratory approach is taken. China, India, and Korea, the three largest sources of students coming to the United States, were focused on. For each, the cultural underpinnings that relate to honesty and trust were explored using a variety of sources. Overall, the importance of trust as the key to maintaining strong relationships is established. Trust is expected to be important in each country, but the ethical source for trust is expected to vary across cultures. This has implications for how academic honesty, or dishonesty, can be described to incoming students. An adaptation approach is recommended, providing different orientation sessions to students from different cultures.

DIRECTORY

-In Alphabetical Order of Participants-

2014 AMA Annual Conference
Global Marketing Special Interest Group

The Honorable Merchant in International Marketing

Cancun, Mexico

Wednesday, April 16 – Saturday, April 19, 2014

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AmCham Kaohsiung Governor and Energy Committee Chair – From January 2014
Past experience includes teaching foreign military personnel structural modifications to their existing aircraft. Other positions included FSD (Full-Scale Development) engineer, working with a number of different aircraft.

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Author of the AmCham Kaohsiung's annual White Paper (now in its 5^{th} edition). Mission as AmCham K board member includes fostering efforts to enhance trade and new business opportunities between Taiwan and the US. 4-time panelist in the Taiwan – US Commercial Forum cohosted by AIT and NPIC.

Epoch Energy Technology Corp Vice President – since March 2005
Responsibilities include product development, international marketing, developing SOP, and training international sales staff.

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Mr. Altamirano specializes in relations between government, citizens and the promotion of social participation. In the Interior Ministry, he served as Director General for Social Relations and Citizen Participation Organizations from 2002-2006. In other roles, he served in the Chamber of Deputies (1998), Secretary of Foreign Affairs through the Representation of Mexico to the European Union (2002), and the Secretary of Public Education (2007).

Mr. Altamirano graduated in Law from the Instituto Tecnológico Autónomo de México (ITAM), where he also pursued studies in economics. He also has a graduate degree in Internal Public Law from the University of Paris I and a Master's degree in Public Administration and Public Policy from the London School of Economics. He is lecturer at the Law Department in the ITAM, with the undergraduate course: The Enterprise in the framework of regulation, competition and the consumers.

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Kimberly Boeckmann is a junior at Georgetown University's McDonough School of Business majoring in both International Business and Management. She grew up in both the United States and Germany where her father was stationed in various German cities during his career in the US Army. She speaks fluent German and has been working with Professor Czinkota since January 2013 as his research assistant, where she helped organize the Annual Global Conference of the American Marketing Association's last spring. Kim is the head conference organizer for the 2014 conference in Cancun. This past summer she was one of 20 undergraduate students to receive a research grant where she analyzed the internationalization of universities under the mentorship of Professor Czinkota. With strong passion for efficiency and management functions, she also serves as the Chief Operating Officer for Linesmash Inc., an up and coming mobile ordering application Startup.

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Today, Professor Cooke's areas of concentration include federal income taxation, tax ethics, tax practice and procedure, contract law, business planning, the regulatory environment of business and business ethics. Professor Cooke is a recognized expert on the subject of the *Foreign Corrupt Practices Act* (FCPA).

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Czinkota was born and raised in Germany and educated in Austria, Scotland, Spain, and the United States. He holds an MBA in international business and a Ph.D. in Logistics from The Ohio State University and several honorary degrees. In 2012, the Universidad Ricardo Palma in Peru named its global Marketing and Business School after him. His Blog is michaelczinkota.com.

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David's research focuses on marketing strategy development and implementation, with specialized interests in inter-firm governance strategy and global marketing strategy. He has contributed over 100 refereed journal articles to the scholarly literature. His research has been published in numerous leading academic journals including the *Journal of Marketing Research*, *Journal of Marketing*, *Journal of International Business Studies*, *Strategic Management Journal*, and the *Journal of Operations Management*. He served as the Editor-in-Chief (2008-2013) of the American Marketing Association's *Journal of International Marketing*, and currently serves a member of the Board of Directors of the AMA Global Marketing Special Interest Group.

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She is currently supervisor of DBA and PhDs students for Cheltenham University, UK. She actively participates in EU research projects and has taken part on 7 EU intensive programs covered by Erasmus. Finally, she has over 25 publications on scientific journals, guest edition and contributions in books in the field of cross-cultural management.

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Dr. Schuster has published two e-Books entitled New Ways of Working Together: Collaboration Within and Between Companies and New Ways of Working Together: Organizational and Employee Change with GettothePointBooks.com. Dr. Schuster co-authored two books with Michael Copeland, retired human resources manager with Procter & Gamble, Global Business Practices: Adapting for Success and Global Business: Planning for Sales and Negotiations. She has co-authored a book entitled, The Consumer . . . Or Else! with Don Dufek, retired senior vice president and officer of The Kroger Company. The Rise of Consumer Power: Adopting the Right Marketing Communication Strategies, was published in Singapore. Dr. Schuster has authored over 30 articles in professional and academic publications.

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She is the member of Board of Studies of some Management Institutes. She is also the member of the reviewer board of research journals published by different academic institutes. She is associated with AIMA as accredited management teacher (AMT). She is the research supervisor for more than dozen Ph.d and M.phil students. Four Ph.D scholars have submitted their research under her supervision.

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Hildy Teegen is USC Education Foundation Chaired Professor in International Business and recently stepped down after six years as the Dean of the Moore School of Business at the University of South Carolina. Prior to joining USC in September 2007, she was founding director of The George Washington University's Center for International Business Education and Research (CIBER) in Washington, D.C. where she held a joint appointment as Professor of International Business at the School of Business and Professor of International Affairs at the Elliott School.

Dr. Teegen earned bachelor's degrees in Latin American Studies and International Business and Finance from the University of Texas at Austin in 1987. In 1993, she received her Ph.D. in International Business (with a sub-specialty in Marketing Strategy and Economic Development), also from the University of Texas at Austin.

Dr. Teegen has written extensively about global business, most recently about interactions between firms, governments, and nongovernmental organizations. She has edited two books and co-authored two more. Her research has been widely published in such journals as the *Journal of International Business Studies, Organization Science and Business and Society*. She served as department editor until 2007 (Institutions and Comparative Capitalism) for the *Journal of International Business Studies*, the premier academic journal in the field. She was an editorial board member for *Journal of International Management* from 1999 to 2006. She was a founding executive board member of the Women of the Academy of International Business (AIB).

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Diane-Gabrielle Tremblay is professor of labour economics, innovation and human resources management at the Télé-université of the University of Québec, Canada; she has been appointed Canada Research Chair on the socio-economic challenges of the Knowledge Economy in 2002 (http://www.teluq.uqam.ca/chaireecosavoir/) and again in 2009, and appointed director of a CURA (Community-University Research Alliance) on the management of social times and work-life balance in 2009 (www.teluq.uqam.ca/aruc-gats).

In recent years, she has been invited professor at Université de Paris I, Sorbonne, Université de Lille I, Université d'Angers, Université de Toulouse, Institut d'administration des enterprises of Lille I and of Lyon 3, Université de Louvain-la-Neuve, HEC and université de Liège, in Belgium, University of social sciences of Hanoi (Vietnam) and at the European School of Management.

She has published in various journals such as the *International Journal of Technology Management, International Journal of Entrepreneurship and Innovation Management, Canadian Journal of Communication, Leisure and Society, Gender in Management, Géographie, économie et société, Carriérologie, Revue de gestion des resources humaines*, and many others. She has published many articles and books, amongst which a Labour Economics textbook, a Sociology of Work textbook, an Innovation textbook, three books on Working time and work-life balance issues, and many articles in various academic journals. She has a Ph.D. in Labour Economics from the Université de la Sorbonne in Paris and DEA (PhD courses) in Sociology of work from Jussieu University, in Paris.

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Valbona Zeneli is a professor of national security studies at the George C. Marshall European Center for Security Studies. She is an economist with an interest in international economics, good governance and international security. She holds a Ph.D. in international political economy from the University of Bari, Italy, a postgraduate diploma in international marketing from Georgetown University in Washington DC. She also received a BA in business administration from the University of Bologna in Italy, where she graduated with honors.

Dr. Zeneli has work experience in public administration and the private sector. She has lectured at numerous universities and organizations in various countries. She has been widely published in well-known journals.