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Multicultural marketplaces: new territory for international marketing and cross-cultural consumer research

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Professor Amanda J. Broderick and
Professor C. Samuel Craig



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Introduction to the Special Issue

Many marketplaces the world over host natives, residents, and visitors from many nationalities and cultures. Breaking out of their own geographies, these marketplaces are becoming more like one another across national boundaries than like other, more homogeneous parts of the countries in which they are located. If one considers the market actors, the products, services, and practices that are available, and the general consumption environments, Sydney, New York City, Cairo, London, Manchester, Moscow, Dubai, Shanghai, or Toronto have more in common with one another than with the more culturally homogeneous marketplaces within their geographical environment and national boundaries. Besides, many virtual marketplaces are “born multicultural”. In a world where the top 100 cities account for close to 950 million inhabitants (Brinkhoff, 2012) and rising, these multicultural marketplaces have a large economic impact. Recent practitioner advice (Dobbs *et al.*, 2012) recommends that companies focus their strategies, in emerging markets, on cities rather than countries or regions, citing the benefits of dis-aggregating marketplaces for strategic advantage.

Yet, the literature on international marketing and cross-cultural consumer research has for the most part assumed culturally homogeneous national or regional markets, focusing instead on comparisons and differences between cultures separated by borders. Such approaches have enabled marketers to sharpen their approach by tailoring strategies to the characteristics of particular markets, but they are insufficient to understand the phenomena that take place in multicultural marketplaces and identify the strategies best suited to these marketplaces. Similar concerns about a lack of conceptualisation of multicultural work- and business places have been raised in the management literature (e.g. McSweeney, 2009; Tung, 2008; Witte, 2012).

A stream of marketing literature has begun to consider the cultural and market transformations caused by the flows of people, ideas, media, finance, and technologies (Appadurai, 1990) in such marketplaces, and their implications on firm behaviour. Several scholars (Briley, 2009; Cadogan *et al.*, 2006; Craig and Douglas, 2006; Leung *et al.*, 2005; Nakata, 2009; Yaprak, 2008) have called for more research in this area. Of particular note is the work by Samuel Craig and Susan Douglas in the pages of this journal (Craig and Douglas, 2006; Douglas and Craig, 2011), that called for closer consideration of the impact of contextual factors on consumption behaviour and research into the consequences of new cultural dynamics taking place in societies where the boundaries between cultures are becoming increasingly porous. This Special Issue aims to further establish a stream of literature that deals with the new consumption and marketing dynamics emerging in multicultural marketplaces.

Contents of the Special Issue

This Special Issue is dedicated to the memory of Susan P. Douglas, whose pioneering work on multicultural dynamics in international marketing has inspired many other scholars including this issue’s guest editors, to develop further research in this area. In two commentaries in this issue, C. Samuel Craig, her closest research colleague, places her research journey within the broader context of her career, and discusses the

issues which Susan considered as most important, while Gilles Laurent shows the founding role she played in the development of a European marketing community.

The emergence of multicultural marketplaces as a new focal research lens is articulated in a conceptual paper by Demangeot, Broderick, and Craig. The paper develops a conceptualisation of multicultural marketplaces, demonstrating why they constitute new conceptual territory, before specifying five key areas for research development, each with a different research focus, around identity, national integration policies, intergroup relations, networks, and competences, respectively.

Indicative of the actuality of the issue's theme, the call for papers generated 36 submissions that dealt with a broad spectrum of topics, and a broad range of geographically dispersed multicultural marketplaces: the Americas, Europe, the Middle East, Asia, Oceania, and the World Wide Web. The papers which made it to publication contribute insights into some of the research avenues outlined in Demangeot *et al.*'s conceptual paper.

In a situated, interpretive account of the New Zealand luxury market, Seo, Buchanan-Oliver, and Cruz's study contributes valuable insights into the phenomenon of increasing cultural identity complexity. It finds that within a single marketplace, luxury brand consumption is concurrently shaped by local and foreign cultural beliefs. In particular, the authors show that consumers behave as contextual cultural shifters between two distinct cultural beliefs: the (local) Kiwi "tall poppy syndrome", and the (foreign) "face saving" orientation. Demonstrating the salience of foreign rather than just global or local cultural influences, the paper provides insights into how consumers manage contrasting sets of beliefs in different situations.

Within the stream of intergroup conviviality in the multicultural marketplace, Sarpong and Maclean tackle the practice of service nepotism, and use a practice theory approach to unravel the mentalities and motivations surrounding the phenomenon from the perspective of service employees. The study, conducted among west African migrants working as service personnel in a UK multicultural city, reveals the existence of four different activities, which they label marginal revolution, reciprocal altruism, pandering for recognition, and horizontal comradeship. The study addresses the issue of marketers having to deal with contrasting values underpinning nepotism in some of the service personnel's cultures, and those prevalent in the national context of the marketplace. Such contrast in values is also present among the customers of those service organisations. The authors suggest a number of strategies for organisations to deal with such conflict of values-driven service expectations.

Within the lens of transnational networks among mobile actors, Rojas Gaviria and Emontspool report an ethnographic study of the cultural dynamics of expatriate amateur theater in Brussels, as a contributor to multicultural marketplace development in global cities. They find that in a process of cultural experimentation, expatriates alternate between hybridisation (tending towards homogeneity) and pluralisation (tending towards diversification). Besides showing the role of the arts in contributing to the fluid evolution of a multicultural city, the paper also illustrates the relevance of the global city as a strategic focal lens to study multicultural production and consumption practices.

Contributing to the multicultural adaptiveness stream, Elliot, Xiao, and Wilson explore how Chinese entrepreneurs develop a process to use metaphors (visual and verbal) towards the development of cognitive social capital in the USA, via an ethnographic study which involved interviews with both Chinese entrepreneurs and their American customers or business associates. Cultural metaphors are complex

forms of communication which, in multicultural marketplaces, can constitute an obstacle to the building of social connections for migrant entrepreneurs. The study describes the process of “cross-cultural frame shifting” which explains how cultural metaphors are converted into deep metaphors (metaphors which can be shared by people from different cultures), the authors noting that deep metaphors are “a manifestation of the multicultural”. The study also contributes a novel perspective by focusing on entrepreneurs from a developing economy who have migrated to the multicultural marketplace of a developed economy, a context which has been researched more rarely than its reverse.

Finally, Garry and Hall’s study contributes to the issue of consumer mobility by considering identity shifts among “lifestyle migrants”. The study considers the decisions of UK citizens to migrate to New Zealand and examines their meaning reconstructions through the lens of their Christmas rituals. It contributes insights into more reflexive practices to construct self- and social identity in a new marketplace, which go beyond the simple acceptance or rejection of their host culture. The study offers a valuable counterpoint to traditional acculturation theory, which assumes that migration has economic, rather than sociocultural, motivations.

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About the Guest Editors

Dr Catherine Demangeot is an Associate Professor of Marketing at the IESEG School of Management. She received a PhD in Marketing from the Aston Business School, UK. Her research interests lie in the area of consumers' interactions with multicultural or virtual environments, as well as the strategies they may deploy and the competences they may acquire in the process. Her research has been published in the *Journal of Business Research*, *Psychology & Marketing*, the *Journal of Public Policy and Marketing*, the *Journal of Marketing Management* and other international publications. Her work has been recognised by a number of accolades, including the British Academy of Management's 2008 Tony Beasley Award in recognition of outstanding work derived from doctoral research. Catherine spent her "first life" in print and web publishing, in London and Dubai. Dr Catherine Demangeot is the corresponding author and can be contacted at: c.demangeot@ieseg.fr

Professor Amanda J. Broderick is a Pro-Vice Chancellor (International Priorities), an Executive Dean, and the Chair in Marketing at the Salford Business School, University of Salford. Amanda's research expertise lies in the field of marketing, psychology and strategic communications, with particular application to the digital and international marketplaces and substantive focus on transformational consumer research. An award-winning researcher, her research has appeared in many leading business journals such as the *Journal of International Business Studies*, the *Journal of Business Research*, *Psychology & Marketing*, and she authors two seminal texts in her field. She has successfully generated over £3 million in research funding with awarding bodies from governmental (e.g. ESRC, SCRIF, HEFCE), professional and commercial (e.g. Procter & Gamble, IBM) sources. She also consults widely for business, commerce, and public policy and is a representative on a variety of national and international bodies and committees.

C. Samuel Craig is the Catherine and Peter Kellner Professor of Marketing and International Business and the Director of the Entertainment Media and Technology Program at the New York University's Stern School of Business. He co-authored *Global Marketing Strategy* and *International Marketing Research*, third edition with Susan Douglas. In addition he and Susan Douglas co-authored over 50 articles and technical papers which have appeared in leading journals. His current research focuses on global marketing strategy, cross-cultural marketing issues, methodological issues in conducting multi-country research, and issues facing the entertainment industry. He received his PhD from the Ohio State University. He has taught marketing for executive programs in the USA as well as France, the UK, Thailand, India, Singapore, Greece, and Slovenia.

Researching the global marketplace: Susan Douglas' legacy

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Susan Douglas was the Paganelli-Bull Professor of Marketing and International Business at New York University's Stern School of Business. She had a remarkable career that spanned over four decades. I had the good fortune to work with her for 30 of those years. Susan was one of the leading scholars in the field of international marketing. Although she could be intimidating and never hesitated to speak her mind, she was a very warm and caring individual. Susan was first and foremost a dedicated scholar; she had a passion for research and discovery. She was happiest when she was working, attending conferences, or traveling and learning about cultures in different parts of the world. She was always thinking about new problems, new issues, and had new ideas. Most recently she had become interested in emerging markets and the types of challenges emerging market firms face as they expand into major markets around the globe.

Born in the UK, she received her bachelors and masters degrees from the University of Manchester. She came to America and enrolled in the PhD program at the University of Pennsylvania. One of the early influences on her research was Yoram (Jerry) Wind at Wharton where she received her PhD in 1969. Some of her earliest research looked at topics related to working women and fashion, but during the 1970s with Jerry Wind she began to consider issues related to cross-cultural methodology (Wind and Douglas, 1971), international market segmentation (Wind and Douglas, 1972), managerial decision making in international markets (Wind *et al.*, 1973), and comparative research (Wind and Douglas, 1982). Much of this laid the foundation for her most widely cited article "The Myth of Globalization" (Douglas and Wind, 1987).

In 1971, she moved to France and began teaching at HEC. During that period she was also affiliated with the European Institute for Advanced Studies in Management in Brussels. She developed extensive links with other marketing faculty in Europe, which led to her organizing a meeting of European marketing scholars. This first meeting led to a series of annual meetings which eventually led to the formation of the European Marketing Academy (EMAC). She continued to be active in EMAC and looked forward to attending its annual conference. Here she rekindled old friendships and was exposed to a wide range of scholars, who by virtue of their location in Europe were much more interested in cross-cultural issues than her US colleagues.

Recently, EMAC established the Susan P. Douglas Award for the best paper on international marketing presented at their annual conference to recognize her lasting contribution to the field. This is quite fitting as the vast majority of her work focussed on issues related to international marketing. This includes, two books, 32 papers in handbooks and monographs, 63 articles, and 44 conference proceedings. Her work focussed on three main areas: methodological issues involved in conducting international marketing research, cultural influences on consumer behavior, and global marketing strategy. These threads were intertwined and fed on each other as she explored meaning and logic in the phenomena around her. Research had to be rigorous and methodologically sound so that meaningful inferences could be made. She was also fascinated by the constant interplay between consumers and the firms that court them.

Her book, *International Marketing Research*, first published in 1983 attempted to provide guidelines into how international marketing research should be conducted.

It has been widely cited and played a role in helping individuals design and execute sound research. Other methodological pieces include papers on improving instrument translation (Douglas and Craig, 2007), adapting scales for cross-national research (Douglas and Nijssen, 2003) and improving the conceptual foundation of international marketing research (Douglas and Craig, 2006). Susan strongly believed that unless rigorous methodologically sound work was carried out, the field of international marketing could not advance. At various times she was on the editorial boards of ten different journals. She was a tough minded, but fair reviewer. Papers that eventually made it by her were much improved for her input.

The theme of this Special Issue is multi-cultural marketplaces. Culture was a topic that long fascinated Susan. As she traveled extensively, lived and taught in other countries and conducted cross-cultural research, she was intrigued by the changing landscape and wanted to understand how it was changing and the implications for marketers. She looked at how changes in consumer behavior were reshaping cross-cultural research (Douglas and Craig, 1997), how this culture dynamic was requiring a new look at the design and execution of cross-cultural research (Craig and Douglas, 2006), the influence of American culture on other parts of the world (Craig *et al.*, 2009), and how the consumer's context helps shape beliefs and behaviors (Douglas and Craig, 2011a). A more thorough examination of the role of contextual factors can contribute to a better understanding of multi-cultural marketplaces and the opportunities for marketers. Her view was that context exists at four main levels, macro, meso, micro, and situational. In aggregate these include a multitude of factors including, economic, socio-cultural values, ethnic groupings, culture, market infrastructure, and the specific situation in which consumption takes place. She felt that it was critical for managers to consider the impact of the different levels when selecting country-markets and market segments. Further, examining different levels of aggregation provides greater understanding of the diversity of consumption patterns, both within and across countries. This is more critical as markets become even more diverse resulting in increased market fragmentation and segmentation.

In addition to a fascination with culture and its many manifestations, Susan was interested in the actions of firms that respond to and in some measure help shape culture. Her book, *Global Marketing Strategy*, took a different perspective on how global marketing strategy should be viewed. It provided a richer perspective and a more integrative view of the evolution of global marketing strategy. The shape of the book grew out of an earlier article (Douglas and Craig, 1989) that advanced the notion of global marketing strategy as an evolutionary process with three distinct stages, Initial Market Entry, Local Market Expansion, and Global Rationalization. Each phase has key drivers and strategic imperatives. Also, a key theme is that a particular approach does not work for all firms and depending on where a firm is in the process, the challenges are different. One of her last published papers (Douglas and Craig, 2011b) added a fourth phase. To deal with the increasing economic and cultural diversity of markets, she felt that firms need to develop and implement different strategies for different markets. She examined the difficulties involved in developing a coherent strategy in international markets in the face of heterogeneity. Her solution was to develop a "semiglobal" marketing strategy, which involves following different directions in different parts of the world, resulting in greater autonomy at the local level.

Susan was a perfectionist and never fully satisfied with her papers. Her exacting standards resulted in high-quality research that has been recognized in a number of ways. In 1977 she was awarded the Jours de France Gold Medal for Advertising Research. More recently she received five best article awards for papers appearing in the *Journal of International Marketing*. She received the S. Tamer Cavusgil Award for the “most significant contribution to the advancement of the practice of international marketing management” in 2000, 2001, 2006, and 2011 and the Hans B. Thorelli Award in 2007 for “the most significant and long-term contribution to international marketing theory or practice.” The Academy of International Business elected her a Fellow in 1991; in 2002 EMAC elected her a Fellow; and the American Marketing Associations Global SIG recognized her for “significant contributions to global marketing knowledge” in 2008.

Susan Douglas’ legacy and influence endure. The institutions she helped build, such as EMAC, continue to encourage scholarship and provide a meeting place for the dissemination of ideas and intellectual debate. Her articles and books continue to be cited and guide new generations of scholars. The many students who took her classes over the past four decades continue to benefit for the knowledge they gained. And most importantly, those who knew Susan personally have the fond memories of her energy, intellectual curiosity, and warmth.

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Susan Douglas: the “founding mother” of the European Marketing Academy

The marketing academic community in Europe owes a major debt to Susan Douglas. Her scholarly contributions to the fields of marketing and international business are well known and very important, as evidenced by the high number of citations of her work.

In addition, her contributions to the European Marketing Academy (EMAC) are nonpareil: Susan Douglas has played a major role in the history of EMAC, before it was formally created, at its beginning, and constantly since then. Her vision was for the association to provide a forum for discussing, debating, and exchanging the latest thinking, tools, and techniques in marketing and market research, with a particular focus on Europe.

EMAC before EMAC

From 1973 to 1977, Susan Douglas was an Associate Faculty at the European Institute for Advanced Studies in Management (EIASM) in Brussels, while she held her main academic position as an Associate Professor at HEC Paris. During that time, she developed links with other marketing faculty in Europe, which led to her organizing a first European meeting of marketing scholars (all 25 or 30 of them) at HEC in Jouy-en-Josas, putting into practice the key idea of confronting European research traditions in marketing that were very diverse at the time (and have indeed remained very diverse).

This was followed by similar yearly meetings in Berlin, Brussels, and Copenhagen, which can be considered as the forerunners of the EMAC annual conference. Susan Douglas was the initiator of the large, important event that the EMAC conference has become: the main meeting point for all European marketing academics, as well as a conference that attracts many excellent scholars from North America, the Pacific, Asia, and other places all over the World.

The birth of EMAC

This series of meetings led to the creation in April 1975 of a European association of marketing scholars, first named “European Academy for Advanced Studies in Marketing” (the name was later changed to European Marketing Academy). The first president was Philippe Naert, with Susan Douglas as Vice-President (1975-1976). Susan succeeded Philippe in 1976-1977 to become the second president of the association, beginning a long series of activities in the service of EMAC.

The fourth meeting in the series initiated by Susan is also considered as the first formal meeting of the association, hence some discussions among historians on the proper numbering of EMAC conferences.

Susan’s later role at EMAC

Although Susan had left her position in Europe to become a Professor at New York University, she always kept an active role in the association over the years, faithfully attending the yearly conferences till the year before her death. She was a regular presenter on International Marketing topics.

Susan had always and generously offered her time, readily and willingly assisting in promoting and advancing EMAC goals, priorities, and activities. She was remarkable for her good spirit, her openness, her willingness to provide advice and support to young colleagues, her humor.

Over the decades, Susan had contributed significantly to fostering research excellence and capacity development through her involvement in many of EMAC's doctoral colloquia, which allow European doctoral students to benefit, at the start of their career, from the advice of senior colleagues. To this end, the development of our discipline owes a great deal to her.

In October 2002, the EMAC Executive Committee decided to create a group of "EMAC Fellows," colleagues with both a distinguished research career and a lasting contribution to EMAC. The Executive committee asked Susan to draw up the initial list of EMAC Fellows, as she appeared as the most qualified person, due to her academic authority, her many contributions to EMAC, and her character. Once the group was created, she was for several years the "Dean of EMAC Fellows," in charge of leading this distinguished body. She remained very active in that position, for example organizing the election of new EMAC Fellows and planning a special session on the history of EMAC at the EMAC Conference in Ljubljana, a session that was held in her honor after she had passed away.

To honor Susan Douglas, EMAC has given her name to a yearly award, given to the best paper on International Marketing presented at the conference. This fits well with her strong commitment to that field and with her deep interest in being aware of the latest research developments. In this manner, EMAC keeps alive, year after year, her name and memory.

Her EMAC "life" aside, Susan was, as we all know, an outstanding scholar, an exceptional researcher, and a leading light in both marketing and international business. She had held several Executive Board roles within the Academy of International Business (AIB), including vice president and dean of fellows. Susan also contributed in various capacities as chair, co-chair, and faculty member in the American Marketing Association (AMA) annual meetings and doctoral consortia.

Overall, Susan Douglas, often fondly nicknamed the "founding mother," has played a major role in EMAC, all along its existence. She has kept the best relations with colleagues from many different European countries, working in many different research traditions, while also maintaining links with the American academic community.

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The "founding
mother" of the
EMAC