Preface

It is safe to say the field of marketing possesses abundant extant literature. However, the vastly under-researched field of cultural indoctrination appears to represent huge potential development for the marketing profession, especially regarding transcultural matters, which are related to human psychology – and culture is a reflection of that psychology.

Defined as the process of inculcating attitudes, ideas, or methodologies, indoctrination should not be confused with the term socialization, which is training a person for a particular social environment. Cultural indoctrination expands well beyond that scope. The purpose of this book is to establish an initial connection between the expansive field of marketing with transcultural topics whose foundation is based in the cultural indoctrination we all experience from birth. We highly suggest empirical study and theoretical development to be conducted on cultural indoctrination issues to further advance the marketing field to allow companies to obtain competitive advantage in an era of global hypercompetition, a contemporary phenomenon driven largely by technological development.

The fact that the business world of today is in a state of constant and rapid flux is of no surprise to educated or enlightened individuals. Sustainable success in this hectic environment is highly dependent on visionary business, civic, and government leaders who can effectively instill a sense of purpose in people to prevent complacency—a major inhibitor of innovation—be it incremental or radical in nature. The inspiration for this book was born from our collective academic and practical experience in business and marketing since 1985, during which time we realized the need for a work fusing transcultural concepts with those of marketing and innovation.

Creativity is a key factor behind effective marketing or innovation, and we believe nations or organizations that embrace diversity management will be the leaders in those two areas since diversity management enhances creativity. Examples of notable companies with a diverse and creative workforce can include American Express, Coca-Cola, IBM, and Toyota – all of which practice four key areas of diversity management: CEO Commitment to Diversity Management, Workforce Diversity and Human Capital, Corporate Communications, and Supplier Diversity. However, an effective diverse workforce requires managers and leaders who possess high motivational Cultural Intelligence (CQ). Therefore, successful marketing and innovation efforts in the future will demand a corporate culture and stakeholders willing to embrace leadership with high CQ that can mold diverse organizational groups into sustainable, productive units in which creativity is considered a virtue, not a hinderance.

Due to the nature of this book, we believe it is necessary to provide a general framework as adopted from Dr. Steven VanHook, a professor of Marketing at the University of California in Los Angeles (UCLA), to ensure understanding of the transcultural concept:
• **Monocultural**: Cultures are segregated into their own homogenous cultural group
• **Multicultural**: Various cultures are gathered together in the same room
• **Cross-cultural**: Various gathered cultures are talking at one another
• **Intercultural**: Various gathered cultures are communicating in understanding with one another
• **Transcultural**: Various cultures have moved beyond their cultural variations into common ground, thus transcending cultural differences

The globalization of today means companies of all sizes often have staff in various locations around the world and/or have customers located within and outside a firm’s home country. Therefore, particular consideration should be afforded culturally sensitive managers and leaders able to encourage transcultural communication in their rank-and-file employees who—incidentally—will increasingly possess a wide range of different cultural values. Third Culture Individuals (TCIs), those people who have spent a significant period of their formative years outside their land of birth, represent a special opportunity regarding transcultural management due to their unique background and should be integrated more fully into the corporate ranks than at present.

From these viewpoints, what the reader will see in the following pages is a wide variety of issues addressed by leading academics and practitioners in 22 chapters ranging from electronic service branding and government-university-industry collaboration to innovation and international diversity management.

Chapter 1 is a study focusing on discovering the relationship between market orientation and the open innovation by pursuing a grounded theory methodology in combination with a specific case study of a leading container shipping company. The originality of the research lies on the investigation of the unexplored research field of open innovation from the perspective of the grounded theory methodology, as well as the generation of an emergent theory by the use of an inductive approach.

Chapter 2 examines cultural variability among ethnic minority and majority youngsters in Flanders, Belgium, at the personal level by mapping their personal values and self-construal. By doing so, a typology of a culturally diverse youth market is formed based on the similarities and differences in the personal values and self-construal among ethnic minority and majority youngsters. This typology is used to examine the advertising beliefs and attitudes of distinct subgroups and to assess the relevance of values and self-construal for both advertising research and the emerging practices of ethnic and diversity marketing.

Chapter 3 explains why people are motivated to engage with luxury consumption from a cultural theoretical lens, particularly in Asian countries, and highlights the managerial and theoretical implications, followed by research directions for future transcultural marketing studies.

Chapter 4 covers the perceptions of ethnic consumers about attending elite arts events using Wiggins’ model of Motivation, Ability, and Opportunity (MAO). Six focus groups and 20 in-depth interviews with ethnic audiences (Italian, Greek, Chinese, Vietnamese, Indian, and African) and 5 interviews with arts managers were conducted. The findings indicate that main motivating factors for ethnic audiences were attending culturally relevant art events, socialising with friends, and involvement in the art form. The major ability barriers for attending high-arts events were cost and time, a lack of understanding of high art forms, and language difficulties. The major opportunity barrier was lack of information. The MAO model was extended by introducing seven new segments and proposing related marketing strategies.

Chapter 5 is a case study of radical innovation in the transportation industry. This provides context and familiarizes the reader with some of the necessary background information regarding self-driving cars and then examines the challenges and possibilities that will be provided by this technology in a not so distant future.
Chapter 6 provides several approaches to International Diversity Management (IDM) for marketing departments striving for innovation. Approaches to IDM are explained and distinguished in two groups: four process and three structure approaches. The approaches, guidelines, and factors mentioned in this chapter provide insight into how IDM can be implemented to achieve innovation in the marketing field.

Chapter 7 is an intended follow-up to the previous chapter on IDM by examining the Japanese job application process from the perspective of half-Japanese university students. The main part of the chapter is an empirical study consisting of interviews with five half-Japanese students in various stages of the process of finding a job after graduation. In addition to possessing multiple language skills, biculturals benefit from a broader cultural perspective, which might be assumed to be an advantage when seeking a job. However, so-called hāfu are often viewed as outsiders wherever they go due to their being different. This chapter aims to show the difficulties hāfu encounter as well as the benefits from which they profit.

Chapter 8 focuses on the screening criteria used to evaluate potential new energy-related technology ventures in two international markets: Brazil and The Philippines. This chapter reports data focused on investment activity within the technology market in these two diverse countries and cultural factors affecting investment and market entry specific to these markets. It then integrates the cultural issues of each destination with current literature and develops a checklist of actions related to each market destination. The chapter shares an advanced outlook on seeking successful venture capital in newer global markets.

Chapter 9 analyzes use of the term “global” in cross-cultural studies to understand the connotation of the term over the last four decades. The authors used a computational linguistic tool to locate and extract specific linguistic expressions, allowing them to retrieve and locate a series of concepts that denote and connote the term “global.”

Chapter 10 covers the strategic use of social media in the fashion industry. The goal of this chapter is to critically review the literature that explicitly addresses the adoption, application, and impact of social media by fashion brands. Such a critical assessment is necessary since the findings demonstrate that implementing these strategies will allow brands not only to survive but also to create new competitive advantages and thrive in the new global fashion business environment.

Chapter 11 discusses how marketing capabilities create competitive advantage in the emerging market of Turkey. This study investigates the effects of marketing capabilities on firm performance through an empirical study conducted in the country. The relative effects of Specialized Marketing Capabilities (SMC), Architectural Marketing Capabilities (AMC), and Market Information Processing Capabilities (MIPC) on sales turnover, market share, and profitability are explored in a sample of 198 Turkish firms operating in different industries. The study suggests that, with respect to resource allocation and investment decisions, priority should be given to specialized marketing capabilities such as innovativeness, brand reputation, corporate image, and creative advertising, which were positively and significantly associated with firm performance in the study.

Chapter 12 examines Geert Hofstede’s five dimensions of national culture on transcultural marketing and analyzes transcultural marketing for incremental and radical innovation based on the key factor of culture. Hofstede’s fifth dimension is long-term orientation and is the most difficult because it is the newest of the dimensions and the least familiar to Western researchers.

Chapter 13 investigates incremental and radical service innovation in living labs. Although open innovation is increasingly popular in service development, the extant literature lacks knowledge of different open service innovation strategies that companies can employ. This chapter focuses on strategies that firms can take in co-creating service innovations through living labs. The authors discovered nine open service innovation strategies based on an analysis of 26 living labs in four countries. Understand-
ing of strategies and their links with incremental or radical innovation outcomes aids managers to set up efficient innovation management. Knowledge of various strategies helps companies to succeed in service development and innovation novelty assessment based on the characteristics of the living lab.

Chapter 14 is a case study examining various radical and incremental changes and innovations (physical, economic, educational, societal, and cultural) introduced by the government of Saudi Arabia in view of the slogan “modernization without westernization.” The slogan highlights the government efforts to encourage incremental change to integrate development or modernization with the traditional values. However, the authors aimed to confirm whether this was an incremental change accepted by the public or a radical change where the tradition is being replaced by westernization. The authors conducted a questionnaire survey involving 237 respondents in order to determine their perceptions toward this slogan. The findings suggest Saudi society is more accepting of both “modernization” and “westernization” as long as they do not go against the basic tenets of Islam.

Chapter 15 discusses strategic transcultural marketing management and global competitiveness. The chapter covers a wide range of concepts from the historical and current perspectives of strategic marketing management and the model of global strategic management process in the global context to the process of developing a global vision and innovation typologies.

Chapter 16 is a monograph-style discourse on innovation in the 21st century organization.

Chapter 17 explores e-marketing and online consumer behavior in the context of the Internet, consumer decision making, and organizational strategy formulation. This framework addresses noteworthy aspects with respect to the role of the Internet in decision making, effect of the Internet on consumer behavior, post-purchase behavior, and the consumer decision-making process. It traces the research design and formulation of a research instrument to address the proposed issues.

Chapter 18 covers crowdsourcing in marketing and innovation. The purpose of this chapter is to introduce the concept and available literature of crowdsourcing and different international practical solutions of companies in exploiting crowdsourcing. The chapter also discusses and classifies various types of crowdsourcing activities in the context of incremental and radical innovations, and innovation strategies of the firms.

Chapter 19 is a case study on the international coffee chain of Starbucks. This case will review the famous chain’s internal and external culture, examining its partner treatment, environmental awareness, farmer support, stakeholder inclusion, and other revolutionary strategies in hopes to have these elements serve as a set of focus points for current and future leaders to consider.

Chapter 20 briefly investigates the important role of perpetual Government-University-Industry (GUI) collaboration and focuses on the need for such collaboration especially in advanced economies. The chapter commences with an introduction to the realities of contemporary globalism that have raised the need for this collaboration, and the body then outlines the status of GUI collaboration in the world’s four largest economies: China, India, Japan, and the USA. The connection with innovation and transcultural marketing becomes self-evident.

Chapter 21 investigates the factors affecting consumers’ decisions to purchase organic products in Thailand. A self-administered questionnaire was used to collect the data from consumers who are primary shoppers for their households at five retail stores in the Bangkok metropolitan area. Using psychological and socio-demographics variables, exploratory factor analysis and logistic regression were used to examine consumers’ decision to purchase organic products. The connection with transcultural marketing is obvious.
Chapter 22 completes the book with a very in-depth study of the factors affecting electronic service brand equity. The survey sample size was 675 as a result of an electronic survey administered on selected Websites. The reliability of the scales used in the survey was tested via Cronbach’s Alfa Method and the validity of the scales was tested via Factor Analysis. Hypotheses of the survey were tested using difference methods (e.g., ANOVA, multiple regression analysis, T-test). The study demonstrates that e-image, e-quality, e-loyalty, e-trust, e-awareness, and e-value factors are effective for developing electronic service brand equity. Furthermore, it can be claimed that age, income, and education cause significant differences regarding perceptions of electronic service brand equity, while gender, occupation, and marital status do not cause significant differences of perceptions regarding the same. Due to the large amount of Internet-based business in the 21st century, this chapter is important in transcultural marketing efforts around the world in nearly any business.

We believe these chapters will generate ideas for future research efforts in marketing and innovation. All suggestions to improve this work for future publication efforts would be highly welcomed.

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