AMS Quarterly

Academy of Marketing Science Winter 2018 Volume 18 Number 3

AMS PRESIDENT'S COLUMN

AMS is making a difference by advancing marketing thought through its activities, programs and publications. John Hulland continues to focus on maintaining *JAMS's* position as the top-ranked marketing journal. Manjit Yadav has significantly increased the quality and quantity of conceptual articles in *AMS Review*. This new journal is recognized as the leading publication in advancing marketing theory. I want to encourage you to support our journals by submitting your best work and encouraging others to use our journals in their research.

We make a significant contribution to knowledge through our conferences. We can look forward to the annual conference in Vancouver, Canada on May 29-31, 2019, with Altaf Merchant and Jeannette Mena serving as program co-chairs. We are revisiting the newly remodeled and historic Fairmont Hotel in downtown Vancouver. Following the conference, the World Marketing Congress will be held in Edinburgh, Scotland from July 9-12, 2019, with Tina Harrison and Mary Brennan serving as program co-chairs. Edinburgh provides an opportunity to explore one of the most historic and culturally rich cities in Europe. Participation and attendance in our conferences continues to increase as a result of the quality of the programs and the opportunity to network with global scholars. Please make participation in these conferences one of your top priorities this year. AMS conferences have a friendly, welcoming character that is unique to the marketing profession. We also select excellent locations that allow a multitude of enjoyments outside of the conference. The coming year is no different as conference attendees will get to enjoy the wondrous sights and sounds of British Columbia, along with the majestic experiences of Edinburgh.

Our conferences will cover many emerging global marketing topics which are important to and are evolving the discipline. Specifically, our conferences will cover topics such as technological changes including artificial intelligence (AI) and blockchain.

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FROM THE EDITOR

We are delighted to return with the new edition of the AMS Quarterly! And we certainly hope the fall semester has been going wonderfully for us all.

As we embark on two fantastic conference journeys in the coming year; Vancouver first and following with the idyllic Edinburgh, let us strive to keep up that AMS spirit in 2019! So, we look forward to you joining us at one or both events.

Further, this issue continues our column on contemporary topics of concern in marketing research; particularly on 'Cross-Cultural Research' in this issue. Guest authoring this new column is Dr. John B. Ford, Professor of Marketing at Old Dominion University. We certainly encourage you all to read this column and believe you will enjoy and derive value from it.

Finally, we once again ask that you send us any news, photos, articles, or suggestions you deem to be relevant for the next issue to obilo1o@cmich.edu.

Cheers,

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AMS OFFICERS AND STAFF

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AMS UPCOMING EVENTS

SAVE THE DATE

2019 Academy of Marketing Science Annual Conference

May 29-31, 2019

Fairmont Hotel Vancouver, Vancouver, Canada

Conference Program Co-Chairs:

Altaf Merchant
University of Washington
Tacoma, Washington
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As the Conference Program Co-Chairs, it is our great pleasure to invite you to attend the 2019 Academy of Marketing Science Annual Conference which will take place from May 29 to May 31, 2019 in the vibrant city of Vancouver, Canada. Please save the date.

The theme of the 2019 AMS Annual Conference is *Marketing Opportunities and Challenges in a Changing Global Marketplace*. Today's global marketplace is truly fast-changing. The rising middle class in emerging markets, disruptive technological breakthroughs, new real-time consumer insights facilitated by big data analytics, changing consumer habits and preferences, growth in international commerce and the relevant concerns over national trade policies, renewed ethical concerns about consumer privacy, and the tools through which companies operate, market, connect with and build relationships with their customers are only some

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examples of this fast-changing landscape. In addition, the rate of change drives companies to continually evaluate and adapt their marketing strategies and structures to remain competitive. Taking into account these current affairs, the conference focuses on exploring the marketing opportunities and challenges that exist in this fast-changing landscape through presentations of peer-reviewed papers, special sessions, and panel discussions. The conference will also provide attendees with numerous opportunities to network and participate in social events.

The location for the conference is Vancouver, a coastal, seaport city, nestled in the Pacific Northwest. Consistently ranked as one of the world's most livable cities, Vancouver offers much more than a beautiful setting with beaches and parks, surrounded by dramatic mountains. It is Canada's gateway to Asia-Pacific, a center for international trade and a multicultural hub. It is forward-thinking with an emphasis on innovation and creativity that is appealing to businesses. Vancouver is also one of the greenest cities in the world, at the forefront of sustainable development initiatives. With its vibrant global character, innovative environment, and green practices, Vancouver provides the perfect backdrop to bring marketing scholars together to discuss the marketing opportunities and challenges that exist in today's fast-changing global marketplace.

While in Vancouver, why not discover the city? Vancouver offers something for everyone. For those who love nature, there is whale watching, bird watching, and plenty of options for hiking where one can appreciate the city's natural beauty by exploring breathtaking mountains, rainforests, and waterways. For those who prefer the city, Vancouver has spectacular attractions, world-class shopping, outstanding restaurants, exciting sporting events, and a buzzing nightlife scene. There are also great golf courses, and while not widely known to those not familiar with the region, there are a number of wineries that produce excellent wine near Vancouver.

So, please save the date for the 2019 AMS Annual Conference to be held from May 29 to May 31, 2019. Conference registration will be available in December 2018. We look forward to seeing you in Vancouver!

2019 Academy of Marketing Science World Marketing Congress

July 9-12, 2019

University of Edinburgh Business School, Scotland, UK

Conference Program Co-Chairs:

Tina Harrison
University of Edinburgh
Business School
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As WMC Program Co-Chairs, we warmly invite AMS members and scholars across all disciplines within marketing and related fields to join us at the 22nd World Marketing Congress in the beautiful and historic city of Edinburgh in Scotland, UK, from 9-12 July, 2019.

The Congress

The 22nd AMS World Marketing Congress is co-sponsored by the University of Edinburgh Business School. Founded in 1583, the University of Edinburgh is one of the world's top universities, placed 18th in the current QS World University Rankings.

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The Congress will take place in Edinburgh, Scotland's capital, a city of outstanding beauty, perched on a series of extinct volcanoes and rocky crags. It is a city steeped in history, but also a vibrant and modern capital city. It is also an international, creative and cultural centre, home to the world's biggest annual arts festival and the world's first UNESCO City of Literature.

Edinburgh has something for everyone, from its medieval Old Town of narrow alleys and closes to its elegant Georgian New Town with beautiful gardens and neoclassical buildings dating from the 18th Century. Edinburgh castle, standing proud over the city, offers amazing views of the city and beyond. At the opposite end of the Royal Mile is the Palace of Holyroodhouse and the dramatic and unique Scottish Parliament building, overlooked by Arthur's seat, the largest and most impressive of the volcanoes.

Edinburgh has a wide selection of museums and art galleries to choose from, and a large number of parks and green spaces, including the Royal Botanic Garden, as well as a zoo. For foodies, Edinburgh boasts the largest number of restaurants per head outside London. There are plenty of golf courses in and around Edinburgh, and wonderful walks to take in the hills or along the coast. If that's not enough, in just a couple of hours you can be in the Scottish highlands exploring the wild and dramatic Scottish landscape.

The Congress will take place at the University's John McIntyre Conference Centre and South Hall Complex at Pollock Halls Campus, a beautiful campus situated near at the base of Arthur's seat and Salisbury Crags.

The theme of the 2019 Academy of Marketing Science World Marketing Congress draws on the historical significance of Edinburgh as the birthplace of the 'Scottish Enlightenment', an intellectual movement that centred on reason and advanced the ideas of liberty, progress and the scientific method.

Almost 300 years on, its core values of liberalism, rational debate and the pursuit of knowledge are increasingly challenged by a rapidly changing, globally shifting, digitally connected world. As marketers, we are grappling with a plethora of complex and interconnected social, political, technological and economic challenges as we battle to be heard, remain authentic


Conference Center

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AMS OFFICIAL PUBLICATIONS

Updates from the V.P. of Publications

James S. Boles

AMS continues to play a leading role in advancing marketing thought and the marketing discipline. JAMS, with John Hulland (University of Georgia) as Editor, continues to be one of the most widely read marketing journals (503,050 article downloads yearly) with an impact factor of 8.488. JAMS continues to be represented on the Financial Times List of the Top 50 Business Journals. Manjit Yadav (Texas A&M University) Editor-in-Chief of AMS Review, continues to enhance the Journal's position. Downloads and citations of AMSR articles are growing and the reach of the Journal is continuing to expand. Finally, as Editors of the AMS Quarterly, Nina Krey (Rowan University) & Obinna Obilo (Central Michigan University) will continue keep us informed about important AMS news and events related to the Academy. We appreciate your support of our publications.

The Academy of Marketing Science

JAMS Update: Special Issues

The latest JCR/ISI impact factor scores are out, and it's good news once again for JAMS. Of the six marketing journals on the *Financial Times 50* list, JAMS has the highest 2-year and 5-year impact factors, with and without self-citation. It is also ranked 3rd of all journals in the Business category for the 2017 2-year impact factor. Below is a summary of the impact factors for the six journals on the *FT50* list:

2017 Impact Factors	***JAMS***	***Journal of Marketing***	***Journal of Marketing Research***	***Journal of Consumer Research***	***Journal of Consumer Psychology***	***Marketing Science***
2-year	**8.488**	7.338	3.854	3.535	2.809	2.794
2-year w/o self-citations	**7.607**	6.810	3.634	3.026	2.618	2.490
5-year	**9.810**	9.592	5.678	6.022	4.427	3.918
Ranking of Business Category	**3**	5	25	33	45	46

Note that we have increased the number of papers published in JAMS over the past two years by 18%. This means that the number of citations per paper (depth) has increased even as the total number of papers being published (breadth) has also gone up.

We hope that you as AMS members will help promote JAMS in your schools and departments by sharing this good news. We will be updating the JAMS Benchmark Report and our JAMS Factsheet with these new numbers; both documents are available on the JAMS website (www.springer.com/jams) and may be helpful to pass along to department chairs as they evaluate new journals for P&T and annual reviews.

Finally, please consider contributing to the JAMS special issue on: *Innovating in the Digital Economy: Leveraging Technology to Create Value for Consumers* and Firms (edited by Alina Sorescu and Martin Schreier). Submissions will be accepted beginning May 1, 2019. The call for papers is shown next.

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The Academy of Marketing Science

Call for Papers for a Special Issue on

Innovating in the Digital Economy: Leveraging Technology to Create Value for Consumers and Firms

Edited by Alina Sorescu and Martin Schreier

The digital economy is fundamentally changing the actions of both firms and consumers. Digitalization—the use of digital technologies to change a business model and provide new revenue and value-producing opportunities—has had a profound impact on the manner in which firms collect and share information, compete, and interact with customers. For example, new technologies have fueled the sharing economy, leading to entire categories of business model innovations (e.g., Airbnb, Uber). Similarly, the arrival of block chain technology has the potential to lead to business model innovation by changing, among others, supply chain management (by making it feasible to track products from their origins) and the medical industry (by consolidating patient record access). And new digital fabrication and design tools (such as 3D printing) have led to innovations in the service industry (e.g., medical services) and expanded the realm of customized products and services that can be offered to customers.

At the same time, innovation in the digital economy has also increased consumers' access to a broader assortment of goods. In order to be competitive, products and services should be increasingly differentiated in terms of the intangible outcomes and experiences that they provide, rather than solely on their quality, value, or accessibility. Customers are looking for solutions as well as experiences that make their lives easier, that are personally relevant and simple, that can be attained seamlessly, and that provide (and ensure) privacy and security.

These changes in consumer and firm behavior are the result of opportunities and challenges that are defining the digital economy, including (1) hyperconnectivity, (2) powerful computing technology, (3) intelligent devices, and (4) the need for cyber security. Hyperconnectivity represents the connections between businesses, consumers, and machines that facilitate more efficient delivery of services and goods, with the potential to disrupt traditional channels. Super-computing facilitates rapid collection, analysis, dissemination and storage of information. Intelligent devices (e.g., robots, Internet of Things (IoT), sensors) can sense, analyze, and respond to real time market needs. Finally, a challenge that firms face is preventing cyber criminals from attacking and disrupting businesses, a challenge that has important ramifications on how firms redesign their value delivery and value appropriation mechanisms in order to ensure their customers' security, safety, and privacy.

In this special issue of the *Journal of the Academy of Marketing Science* (JAMS), we will publish papers that help organizations understand how technological advances can be leveraged to deliver superior products and services to customers, along with papers that examine how innovation in the digital economy affects consumer behavior. We are interested in both qualitative and quantitative papers that examine these issues.

We believe that important, managerially-relevant strategic insights can be uncovered by understanding how innovation in the digital economy can be leveraged by firms to deliver superior customer experiences, as well as understanding how consumer behavior has changed as a result of this type of innovation. We seek both conceptual and empirical work that sheds light on relevant topics in this domain, and are open to a wide variety of ideas that relate to the overall theme. Examples of topics that might be addressed include (but are not restricted to):

1. The impact of new technologies on business processes and business models: value creation, value delivery and value appropriation
   - Strategies for efficient crowdsourcing
   - Digital customization
   - Design of digital innovation
   - E-commerce and omni-channel retailing
   - Sales of digital innovation
   - Technology-enabled changes to value delivery and appropriation (e.g., rent vs. buy)
   - Identifying successful business models in the digital economy
   - Digital platforms and two-sided markets
2. The impact of new technology on customers' privacy and security
   - Tradeoffs between customizing customers' experience while collecting and using their data
   - Regulation and digital consumer privacy issues
3. Changes in consumer behavior brought about by new technologies
   - Technology-enabled communities of consumers
   - The impact of customer curation and sharing
   - The impact of the IoT and robotics on customer demand and behavior
   - Understanding the experience

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Papers targeting the special issue should be submitted through the *JAMS* submission system (www.edmgr.com/jams), and will undergo a similar review process as regularly submitted papers. Submissions for the special issue begin May 1, 2019, with the final deadline for submissions being September 1, 2019. Questions pertaining to the special issue should be submitted to the *JAMS* Editorial Office or directed to one of the special issue editors.

In addition to the *JAMS* special issue, there also will be a Thought Leaders' Conference on the same topic in Milan, Italy, June 10-12, 2019, hosted by the Department of Marketing of Bocconi University. Interested researchers should submit proposals, abstracts, or papers to the *JAMS* editorial office and Francesca Sotgiu (f.sotgiu@vu.nl) no later than March 1, 2019 (proposals will be accepted on an ongoing basis until presentation slots are filled). Attending the conference and/or submitting a manuscript to *JAMS* for publication consideration are independent activities; authors are welcome to engage in one or both of these activities.

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Anne Hoekman
Managing Editor

John Hulland
Editor-in-Chief

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AI with the use of machines that exhibit aspects of human intelligence and imitate human behavior is a new horizon that is advancing rapidly. AI will replace or enhance many jobs in marketing. By 2025, we will move from 30% of jobs today operating with AI support to 50% of jobs operating with AI support or replacement. Overall, there will be more jobs, but in the meantime, there will be worker displacement and a new model of job retraining that will be required. It is predicted that there will be a need for more marketing specialists, including social media strategists. There will be more need for marketing analytics in marketing departments. Many routine tasks performed at the customer contact level will be impacted by AI. Even now, 40% of Americans would prefer the internet for digital customer contact as opposed to human interaction.

While most marketing scholars were not aware of blockchain as a new internet for communications a year ago, it is becoming highly visible in marketing practice. Blockchain is a spread sheet or ledger with a database with specific rules about how to put data into an unalterable document that can be shared distributively. It is decentralized with peers having access, but, no ability to manipulate past records. It is especially useful in tracking the shipping and receiving of goods as well as digital advertising. Blockchain can capture all transactions related to viewing ads/social media all the way through to the purchasing of products. Walmart is requiring blockchain for tracking of all produce from suppliers to the store. Carrefour SA now sells chickens with a life story from egg to market. Consumers can scan their chicken to determine when the egg was hatched, what food was consumed, what hormones were used, etc.

These two, and other new topics, will create new research opportunities, special panels and sessions, to discuss their impact upon our discipline. AMS will continue to be a leader in the field by constantly addressing the most important developments and drivers of efficiency and productivity in the field of marketing. These developments will affect how marketing will interface with key stakeholders including customers, employees, suppliers, and the regulatory community.

Finally, at AMS conferences, we provide workshops with certificates on emerging important areas in marketing. Past workshops have been on PLS, digital marketing and marketing analytics. Please stay tuned for future workshops.

See you at the next Conference!

O.C. Ferrell, President AMS
James T. Pursell Sr. Eminent Scholar in Ethics
Harbert College of Business, Auburn University

CONTEMPORARY ISSUES IN MARKETING

Major Mistakes Made in Cross-Cultural Marketing Research

John B. Ford. Ph.D.,
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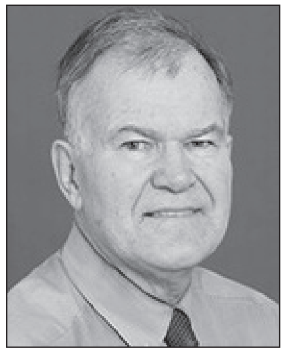
Old Dominion University, Norfolk, VA



There have been a number of studies over the years that have raised some serious questions about mistakes that have been made in cross-cultural research. Among the earliest was the study by Green and White (1976), which raised questions about the proper ways to go about handling different languages in comparative research. A later study by Albaum and Peterson (1984) went into greater detail about what they saw as substantial mistakes and problems in studies in International Marketing from the years 1976-1982. Another follow-up study was done specifically focusing on cross-cultural research in advertising by Samiee and Jeong in 1994. Not surprisingly, many of the mistakes mentioned in the 1976 article were mentioned again in the 1982 article and reiterated in the 1994 article. One would assume that the discussion of problematic trips and traps would get through to marketing academics interested in cross-cultural comparative research but unfortunately, many of the studies undertaken have been approached opportunistically rather than strategically, and those involved often do not want the added burden of ensuring proper quality controls. In my role as journal editor and a member of 10 editorial review boards in marketing and general business, I see a number of manuscripts that come across my desk that raise serious questions about the studies being done and any conclusions being drawn from the analyses.

The following topics are frought with problems in studies that are still being submitted to high-quality marketing and business journals: 1) Countries being chosen for comparison and justification, 2) national culture used as foundation, 3) opportunistic vs. strategic choices, 4) sample selection and justification, 5) qualitative research protocols, 6) scale adoption vs. adaptation vs. scale development, 7) etic vs. emic modeling, and 8) questionnaire design issues. Each of these will be discussed in the remainder of this manuscript and suggestions for remediation will be presented.

Countries Chosen for Comparison and Justification

Sound research design argues that when the researcher thinks about the context for the comparative study, the argumentation needs to be made 'a priori' rather than 'post hoc.' It is key for the proper cultural basing to be built to make the case for why certain differences or similarities would be expected. Theory should drive the choice of countries for the study rather than the countries involved driving the study. One thing that I have often seen is countries being chosen based upon 1980 figures from Hofstede almost as a last second attempt to make the study relevant. First of all, culture is constantly in transition given the constant interaction between citizens of that country and visitors. Exposure to world media has a significant impact on the culture. Even the most recent 2010 or later Hofstede figures (and the GLOBE variations being included) are suspect since many countries have wide variations in terms of cultural varieties. It is far more logical now to address culture on an individual level rather than on a societal level since there Is such a high probability of wide variance in cultural impact and individual orientations. The key here is to make a strong case as to why these countries are particularly appropriate for the research at hand.

National Culture as Foundation

Here the problem is the nature of the wide variance in cultural orientation that can exist in many countries. With the exposure to world media and accelerating interactions between locals

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and foreign visitors, cultures are constantly in collision and evolving. They are dynamic and not static. This further makes the case for why old Hofstede index numbers are not appropriate for post-hoc cultural comparison justifications. As I previously mentioned, even more recent Hofstede numbers are problematic due to the fact that there is an underlying assumption that these traits are indigenous in all of the people from that area, and this is simply not true. There are vast individual differences, and that is why the sounder approach is to assess cultural characteristics on an individual level rather than on an aggregate level. My own research has shown me that in countries like China and Russia, for example, lumping people together in terms of important cultural characteristics like individualism/collectivism is misleading at best. We found three significantly different types of cultural groupings in Russia with different perspectives and characteristics. During the early part of my academic career I spent a great deal of time studying the Japanese and Japanese corporate strategy, and what has amazed me is the widening gap in thoughts and actions between the youth of Japan and their elders with a significant impact on cultural orientations. Sometimes the best comparative arguments are based on sound psychological research, which better builds a pressing forum for comparison purposes. At a minimum research that focuses specifically on the country involved is necessary to find a priori reasons for selecting countries for inclusion.

Opportunistic vs. Strategic Choices

Following on previous comments, the point of any research foundation should be the theoretical value of the choices made to incrementally expand the knowledge base. What I am still seeing, which causes me a great deal of concern, is the use of a comparative country just because someone provided a possible source of data. Just because you can get some data does not mean that there is a strong theoretical justification that you can make for that country choice. There needs to be a careful argument presented specifically as to why this country is important and why the comparison will be of particular help to international marketing scholars and managers. Without this, it becomes quite obvious to reviewers and editors that this is at best opportunism and of little benefit to academic theory or managerial insights. Some possible options for proper justification include: 1)the nature of the trade status between the countries involved, 2) the levels of economic development and how they might have an impact on consumer beliefs and actions, and 3) differences that might be seen in statistics from sources such as the International Monetary Fund (IMF) or the World Bank to build a solid and compelling case for why the comparison makes sense for the reader.

Sample Selection and Justification

The biggest problem here is that samples are often chosen on the basis of convenience and provide no external validation. Using students in research is not a sound idea unless all the researcher cares about is assessment of internal validity. Even in this situation, the use of students can be particularly troublesome if the purpose of the research in the first empirical part of scale development is in the use of EFA and the development of a first factor structure since they are not generalizable to the population at large. This is particularly true in terms of cross-cultural research since students in many developing countries are very different from their parents and grandparents. Another really problematic pool of student respondents are marketing and other business students as they are sensitized to things that the general public are not even aware of in some cases. They are not representative. For further discussion of student sample issues see Ford (2016). This unfortunately may also be the case with MTurk samples, as Amazon allows the respondents to choose the studies that they want to participate in. This is not sound practice for generalizability since many use MTurk to make money by participating in as many studies as they can. What is really troubling is that the lack of quality controls raises questions about the real nature of the respondents since there is cheating that goes on as participants join studies to make money that they are not appropriate for and keeping the false profiles nearby allows them to effectively answer trap questions along the way. For a more detailed discussion of MTurk issues please see Ford (2017). If we cannot generalize our findings to the target population in question, we are not able to produce meaningful managerial insights, and since my journal, like most business journals, relies on a subscriber base that is predominately practitioner, we had better come up with findings that are useful. The most important thing to remember here is that you must be able to justify the appropriateness of your sample population. The other thing to remember here is that when comparisons are made across countries/cultures, we must try to avoid confounds in the experimental design in terms of the mechanisms used to identify and reach potential respondents, maintaining consistency across borders even when infrastructural inconsistencies are apparent.

Qualitative Research Protocols

The problem here is that the basic rules of qualitative research are often being violated. I see this particularly in advertising research in the lack of proper protocols being followed in content analyses. Any good qualitative work requires the coding of transcripts which can be from in-depth interviews or focus groups or both. What often happens with content analyses

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is that the advertisements used for study are not particularly representative of the ads that the individuals in that region are being exposed to on a regular basis. Convenience strikes this pool usually as too few issues of magazines are chosen for print ads and too few broadcasts are screened for TV or radio ads. In that case, the ease of analysis for the researchers seriously challenges the ability to generalize the findings. One issue of a magazine or one hour of television broadcasting is never an appropriate sampling for ad content purposes. I also see in-depth interviewing or focus groups with too few occurrences used to reach grandiose conclusions. The rule of thumb is to continue to collect data until you are seeing marginal returns. It is also key to have the various coders for the interpretation of the findings to code all of the data points rather than randomly picking some to code for comparison purposes as the inter-rater reliabilities are the foundation of good theory development and enhancement. Reliabilities in at least the .80-.90 levels are imperative to show proper agreement. Quality controls are as important for qualitative work as they are for quantitative analyses. The other issue is that the researcher should be looking for commonalities rather than outliers for this research to be beneficial, and the results will only be as good as the appropriateness and representativeness of the study participants. Cross-cultural settings create additional problems as this requires coders and moderators/interviewers to be fluent in the languages of the respondents for proper transcript development. It is also a good idea for the lead researcher to be there for the data collection to oversee what is happening as this may jeopardize consistency.

Scale Adoption vs. Adaptation vs. Scale Development

There is a very high frequency of mistakes being made in the cross-cultural use of scales. One particular area that is problematic involves researchers adapting scales without demonstrating the level of quality controls used to show how the changes were made to the scale items, which severely limits the ability to justify the appropriateness of the scale items in the new setting. This is where authors regularly drop the ball by saying that the scales were adapted but not explaining how and why the adaptation was done. Using a scale in its entirety is what we call adoption, and it means that no changes have been made to a previously validated and reliable scale. I might add that that this is never appropriate when taking a scale to a new cultural context as the scale was not developed in that new context in the first place. The mistake often made here is that the research may involve a scale developed in the United States, for example, and a back-translation is done for the scale items into a target foreign language. That sounds great; however, the assumption that is often violated here is that the new population involved sees the world in exactly the same way, which in my research has never happened even with culturally similar countries like the United States and the United Kingdom. There are even fundamental perceptual differences between the United States and Canada, which may jeopardize conclusions being drawn if scales are not properly assessed for construct equivalence. An excellent treatise on construct equivalence can be found in the work of Malhotra et al. (1996) in an invited paper that I published as Guest Editor for International Marketing Review on Cross-Cultural Issues in Marketing Research. They warn that construct equivalence requires a detailed analysis of all of the following: functional equivalence, conceptual equivalence, instrument equivalence and measurement equivalence, which is comprised of calibration equivalence, translational/linguistic equivalence and scalar/metric equivalence. Constructs are phenomena that we are studying that are not directly measureable, so we need to identify the relevant manifestations to allow us to empirically show the existence of that phenomenon. My work has involved the development of scales in different countries from start to finish, and this has shown me just how problematic assumptions of exact equivalence can be (e.g., Ford et al. 2018; Merchant et al. 2016).

Etic vs. Emic Modeling

There are two main types of models that we deal with in cross-cultural marketing research. Emic models, which are market-specific or country/culture-specific models, and Etic models, which are universal models. Of course, it is a goal for researchers to find universality in certain construct development so that grander-scale studies can be done and far-reaching conclusions can be drawn. This is a lovely ideal. The reality is that scales developed in one country/culture are often taken directly into another setting and back translation is used to allow the scale items to be understood by the new respondents. This is what is known as the 'Pseudo-Etic Trap' (see Douglas and Nijssen 2003). As previously mentioned, back translation is a poor substitution for scale equivalence assessment protocols being followed. As Douglas and Craig (2006) note, it is imperative to decenter constructs qualitatively in any new research setting. One sound way to approach the Etic model development would be to concurrently develop Emic models in different country/cultural settings and then to look for common items across the scales to create a 'derived Etic' model (e.g., Ford et al. 2018). While the models may work, the concern for me is that as we eliminate outlier items in these scales, the resulting model is less-completely specified, and this usually results in a loss of subtlety and nuance and explanatory power. We need to be cognizant of the fact that our goal is not only to help scholars but also practitioners. The difficulty here is that

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the elimination of outliers that are relevant for the Emic models may mean that the overall explanatory power of our Etic models is actually reduced as we move gradually to a global model and universality. This becomes critical when we bring in cultures that are vastly different with the possibility that many outliers would have to be removed, and a final common-item model may have very few items left for explanatory model purposes. Factor invariance issues (Steenkamp and Baumgartner 1998) raise serious questions when addressing universals with multi-group analyses, and rather than lose predictive power, it may be better to err on the side of Emic approaches rather than universals.

Questionnaire Design Issues

Questionnaire design is critical for good research, and this creates a few new challenges when doing cross-cultural research. Here it is best to use items exactly as developed in that particular cultural setting to include in the questionnaire. What may not be readily apparent is that different regions even within the same country may have different language patterns that will need to be taken into consideration. I had an early questionnaire translated into Spanish to take to three demographically-unique areas of Mexico, ranging from fairly high income and educated white-collar area to a much poorer, blue-collar area. The Spanish used for translation was Madrid-Spanish, which was not at all helpful with the Mexican respondents, and it was necessary to have the instrument translated into different language patterns for different areas due to differences in daily language usage. If the respondent does not clearly understand what is being asked, this may produce no opinion results on bi-polar scaling. Here there may be a high consistency and low variance in responses, which may be around the scalar mid-points, which may indicate confusion rather than a universality in the answers to the questions involved. It is also always wise to include trap questions to ensure that the respondent is actually paying attention, but even if they are, they may not understand what you are asking. Most of these kinds of issues should be identified in pre-testing before the final survey is implemented. Another issue is to be careful about the particular scale descriptors that you are using as different cultures may treat them in different ways. Some cultures do not have a way of differentiating between Disagree and Strongly Disagree. The idea may be that respondents may not want to be overly critical, as in China, and in some cases I have found that using 10-point scales, which are often used in Mexico, result in few if any responses of 1-4, so here a 5 could be a negative result relatively speaking. This relates to the issue of survey-instrument response style. Eastern cultures are trained not to stand out in egoistic ways, and this can translate into survey behavior when respondents from Asian countries/cultures use 3 or 5 on 7-point scales to show their feelings rather than the 1s and 7s that would be more often used by Western cultural respondents. The difficulty here would be that straight mean comparisons would show automatic significant differences, but if profile analyses are done placing the responses of the two cultures on top of each other, it may become obvious that the pattern of responses is actually the same, and the only difference is the intensity of the response. This means that standardizing the individuals to their use of scales provides a more accurate setting for statistical comparisons. The last issue to mention involves the potential for social desirability bias, which can be particularly problematic when dealing with interviewers who are not known to the respondents particularly in some of the developing countries. In Mexican research looking at husband and wife shopping behaviors, I found that when using interviewers that were not known by the respondents in Oaxaca, Mexico, the respondents were concerned exactly how that data would be used and were worried about possible company or government reprisals. We then used locals, who were known to the respondents, and they assured them that all responses would be kept anonymous and nothing would be shared with their companies or the Mexican government. How do we test for social desirability bias? One way is to check to see if there are correlations in item error terms, which would indicate some type of systematic bias involved, which could be social desirability bias. Certainly this suggests to the researcher to avoid the use of any politically sensitive issues in their survey instruments.

Conclusion

Why are these mistakes continually being made? Because researchers want a fast track to publication. They avoid the necessary headaches associated with utilizing proper quality controls. If we approach our research from a philosophy of science perspective, we carefully control hypotheses, data, experimental designs, analytical tools, analyses and the resulting conclusions. This systematic focus on controls ensures that we have minimized study confounds and allow us to reach meaningful conclusions with insights that are of potential value to marketing scholars as well as practitioners. Take the time to avoid the opportunistic and hasty way out or the “cheaper” data collection mechanisms. There is real truth in the adage that “you get what you pay for.” Don’t cut corners and improve the quality of your work. Finally, what may be particularly helpful is to realize that good cross-cultural research requires teamwork. Bring in the experts that have the necessary skills that you do not have. Publishing at higher-quality journal levels is worth the effort!!

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Contemporary Issues in Marketing *continued from page 12*

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Author Bio

Dr. John B. Ford, Professor of Marketing and International Business and Eminent Scholar earned his doctoral degree from the University of Georgia. His research interests are in the areas of international advertising strategy, consumer reaction to advertising exposure, cross-cultural marketing research issues, and non-profit donor behavior. He has presented seminars in many different countries on global advertising strategy, cultural mistakes and how to correct them, sensitivity to different cultures in the workplace, and what makes people give to charitable organizations. He has worked with many area non-profit businesses to develop viable strategic plans. He is the Director of the Ph.D. program in Business Administration for the Strome College of Business, and he is a Haislip-Rohrer Fellow.

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He has published numerous articles in scholarly journals including *Journal of the Academy of Marketing Science, Journal of Advertising, Journal of Advertising Research, Journal of Business Research, Journal of International Marketing, International Marketing Review, Industrial Marketing Management*, and *Journal of Services Marketing* among a number of others. His industry experience before completing his Ph.D. was in management consulting (mergers and acquisitions), executive recruiting, international sales management, bank investment officer, and stock brokerage sales and municipal bond market analysis.

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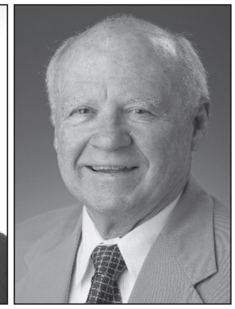

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AFM-AMS Research Grant Initiative

AMS is truly a global organization and is working to bring researchers together across the world.We continue our partnership with the French Marketing Association (Association Française de Marketing, AFM) and once again, the associations together are sponsoring $1000 grants to research teams comprised of an AMS and AFM member. We will announce the winners of the grants at the Annual Conference in Vancouver and at the AFM conference in Normandy.The winners will make presentations of the proposed research at the 2020 AMS Annual Conference in Coral Gables.

In addition, recent discussions with the Italian Marketing Association also promise to bring more cooperation internationally.The 2019 AMS WMC will include a special session where the best research from the Italian Marketing Association's Conference and Journal is presented. Stay tuned for further developments on cooperation between AMS and the Italian Marketing Association.

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AMS Upcoming Events *continued from page 5*

in our communications and interactions, build meaningful relationships, launch relevant products, services and ideas, complete mutually beneficial transactions and represent diverse consumer interests.

Following in the footsteps of David Hume and Adam Smith, two significant figures of this movement at the University of Edinburgh, this congress asks us all to critically reflect on and reframe (if necessary), the roles of marketing (and marketers) in incorporating and advancing the ideals and actions of the Scottish Enlightenment within contemporary marketing theory and practice.

The academic programme is blended with an enlightening social programme in which delegates will have the opportunity to experience some of the best of Scottish history and culture.

We look forward to seeing you and engaging in lively and enlightened intellectual discussions and warm fellowship that are trademarks of the Academy of Marketing Science and the World Marketing Congress.

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