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### ***Research Developments in International Marketing***

By Peter Turnbull and Stanley J. Paliwoda, eds.  
 (Manchester, England: UMIST, 1984, 453 pp., \$19.00)

### ***Marketing Aspects of International Business***

By Gerald M. Hampton and Aart Van Gent, eds.  
 (Hingham, MA: Kluwer Boston, Inc., 1984, 242 pp., \$39.50)

Both books are based on separate international marketing conferences held recently in England and The Netherlands and are examples of valuable contributions made to the international marketing literature by European colleagues. (For other recent examples, see Engwall 1984, Hagg and Wiedersheim-Paul 1984, and Joynt and Warner 1985.)

*Research Developments in International Marketing* features 20 articles on international and industrial marketing. Several of them report findings from the IMP (International Marketing and Purchasing) research project which was initiated in 1976 as a five-country collaborative effort. The IMP group has been focusing on the interaction process between suppliers and customers in international transactions. Their work has been published in various journal articles and in a book edited by Hakansson (1982).

In the opening article, Malcolm Cunningham identifies several strategic issues in international marketing that are worthy of research. He is critical of researchers in this area, some of whom are more concerned with "the elegance or novelty of their models" than with the substance of their topic. Cunningham contends that research in international marketing should be exploratory, given the dynamic and somewhat open-ended nature of the subject matter. Strategic international marketing issues can be better understood when research has a long-term horizon. The rest of Cunningham's article provides details about ongoing IMP research projects.

Three French researchers from the IMP group, Arnaud, Salle, and Valla, focus on the complexity of international supplier-customer relationships. They define complexity as the existence of a variety of interorganizational contacts. Through case studies of French companies, the authors relate high complexity to high frequency of delivery, frequent innovation, technical importance of products supplied, and the need for close cooperation between supplier and customer. Another IMP-related research focusing on tripartite interactions is discussed by Peter Turnbull. In his article, Turnbull elaborates on the role of intermediaries in international transactions. Focusing on sales subsidiaries, he finds that predominant roles of such intermediaries include market commitment (through local presence) and matching competition, technical problem solving, and managing supplier-customer relationships. Both the methodology employed by Turnbull and his explanation of cross-country and cross-industry differences should be of some interest to scholars conducting research in this area.

In an interesting article by Johanson and Wootz, it is ar-

gued that international/industrial marketing can fruitfully be regarded as an investment activity. Longer-term objectives of marketing are "to bring about a match between the supplier's capability and the market's needs, to gain an understanding of the market, and to build reputation and trust in the market" (p. 303). Although such efforts are not often planned as investments, they require considerable resource commitments and should be regarded as investment processes. Johanson and Wootz then make the distinction between investments in micro positions (specific customer relationships) and in macro positions (a country market).

Paliwoda and Thompson elaborate on still another aspect of the interaction process—bonded relationships between buyer and seller. These authors identify five types of bonding relationships, which include technological bonds, time based bonds, knowledge based bonds, social bonds, and financial and legal bonds. These bonds are seen as promoting closeness between the buyer and seller, reducing perceived risk, and providing a communication system. Based upon their study of the French packaging industry, Paliwoda and Thompson then examine buyer-seller bond relationships. They conclude that the role of each bond varies, depending upon the size of the organizations involved and product complexity/level of value added.

*Research Developments in International Marketing* contains other articles on a variety of topics. Unfortunately, the quality is uneven. For example, an article written by M. J. Thomas and L. Araujo, "An Assessment of Theories of Export Behavior," does no justice to its title. This is a disjointed piece and reads like abstracts of various articles placed together. Nonetheless, in its entirety, the book is rich in terms of new concepts and findings, especially in the context of interaction processes in international marketing. Some of the remaining articles which may be of interest to the reader include: "Well's Product Life Cycle Theory for International Trade" (G. Lancaster), "Migration, Cultural Distance, and International Market Expansion" (S. Reid), "Changing Distribution Strategy on Foreign Markets" (L. E. Gadde), "Dimensions of Customer Relationships" (L. Hallen and J. Johansson), "The Structure and Stability of Industrial Market Networks" (N. G. Campbell), "Development Role of Purchasing" (B. Axelsson and H. Hakansson), "Developing Communication Strategies for Foreign Market Entry" (M. F. Bradley), "An Interaction Approach to the Management of a Portfolio of Customer Opportunities" (D. Yorke), and "Internationalization Behavior" (N. J. Barret and I. F. Wilkinson).

*Marketing Aspects of International Business* compiles 11 articles by European and North American scholars and a review article by the editors. The topics range from a general overview of international marketing to specific topics, such as global regulation of advertising.

In the introductory article, W. J. Keegan provides an assessment of the international marketing field in terms of its past, present, and future. Keegan identifies six underlying forces that shape international marketing activities: the international monetary framework, the world trading system, global peace, development of communication technologies, domestic economic growth, and the multinational corporation. While contending that marketing is a universal discipline, Keegan argues that there are distinctive aspects to international marketing that must be understood and adapted by marketers. These include the concept of environmental sensitivity, unifying and differentiating influences, leverage or experience effect, product/market life cycle relationship, and the process of sequential learning.

In a separate chapter, Vern Terpstra elaborates on one of these issues—the experience effects or the economies of scale in international marketing. Terpstra argues that such economies exist in international marketing transactions as well.

Specifically, these savings arise in international marketing intelligence, product development and management, pricing, distribution, and promotion.

J. Van Rees, Helmut Soldner, and M. Meulenberg address conceptual/theoretical issues in international marketing in each of their articles. Van Rees argues that the term *international marketing* is not necessary as long as we define marketing as a process which takes place at different levels of operation—micro, industry, and societal. Soldner, on the other hand, calls for broadening the conceptual base of international marketing. He provides a useful synthesis of various international business theories and proposes interdisciplinary integration of additional concepts as a way of enriching international marketing's theoretical foundations. Meulenberg addresses general theoretical aspects of marketing channels. An important variable in his analysis of export marketing channels is distance to market, both cultural and geographical. Meulenberg contends that cultural distance is more crucial to the structure of export marketing channels, and it influences consummating functions of the distribution process, while geographic distance influences facilitating functions.

K. Simmonds and M. McDonald focus on international marketing planning and control systems for international operations, respectively. Simmonds' point is that the evolution of control systems has lagged seriously behind the needs of the multinational systems. His solution is to build market unit budgets at the outset in terms of their contribution to the firm's global strategy. To achieve this, market units would need a flow of information on the firm's global strategy and its achievement against worldwide competition. Control then becomes a circular feedback and adjustment system, rather than a one-way flow of data and evaluation. In his article, based upon a study of British industrial goods, McDonald challenges the conventional wisdom that formalized marketing planning leads to success. He observes that designing and implementing systems and procedures for marketing planning is far more complex than current literature indicates.

Other articles included in this volume are J. J. Boddewyn's discussion of advertising regulation around the world and J. K. Ryan's examination of technological changes occurring in both internal and external communications. Boddewyn's programmatic study of advertising regulation leads him to conclude that industry is better equipped to anticipate problems, fight criticisms, and volunteer self-discipline and self-regulation. Consequently, Boddewyn foresees a relative pause during the 1980s in the growth of advertising regulation in terms of frontal assault on its falsity, deceptiveness, and unfairness. Ryan's review of technological developments affecting communications suggests that country-by-country, market segmentation and strategic planning will need to be replaced by a multimarket approach to segmentation and strategic planning.

The role of marketing and its contribution to economic development are explored by P. Sethi and H. Etemad, while Dichtl/Leibold/Koglmayr/Muller discuss foreign orientation of management as a central construct in export decision-making processes. The latter chapter examines foreign market orientation in terms of psychic distance, objective and subjective managerial characteristics, and attitude toward exports.

In the final chapter of this book, the editors, Hampton and Van Gent, characterize international marketing as a neglected area and offer explanations. They then reveal the results of a Delphi study of international marketing that was conducted using a panel of 28 international marketing experts. A consensus reached by the experts is that, to a great extent, international marketing has not developed a specific body of knowledge necessary to excite scholars. There is also a lack of internationalization of the business faculty and business school curriculum. The Delphi study also demonstrated that there is a time lag between the practice of international marketing and the development of needed marketing research. A ranking of major subject areas which deserve research attention is also provided in this chapter. Both academic and practitioner members of the panel prefer to see more research in various areas of international marketing management. Understanding of consumer and industrial buyer behavior and product policies are emphasized by the businesspeople, while academics call for more research on the macro environment of international marketing.

Both volumes provide interesting reading and fresh ideas for future research in international marketing. Along with other recent publications in international marketing (Cavusgil and Nevin 1983, Douglas and Craig 1983, Kirpalani 1983), they represent valuable contributions to the growing body of literature. As business continues to internationalize, necessary changes and innovations in the teaching and researching of international marketing topics are likely to follow the pattern of international marketing practice. The emergence of specialized scholarly journals, such as *International Marketing Review*, confirms the growing importance international marketing will occupy among business enterprises as well as business schools.

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