Contents

List of figures xvi
List of tables xix
Notes on contributors xxi
Preface xxxv

Introduction 1
LISA PEÑALOZA, NIL TOULOUSE, AND LUCA M. VISCONTI

Scope and organization of the book 5
References 11

PART I
Global–local cultural domains 13

1 Cultures, consumers, and corporations 15
RUSSELL BELK

Overview 15
Food for thought 16
Food, pleasure, and pain 20
Conclusion: cultures of food 23
Review and discussion questions 23
Keywords 25
References 25

2 International marketing at the interface of the alluring
global and the comforting local 30
GÜLIZ GER, OLGA KRAVETS, AND ÖZLEM SANDIKCI

Overview 30
Cultural positioning: overcoming the dualities of standardization/adaptation
and global/local 30
The allure of the global and the comfort of the local 33
Mingling the foreign and the familiar: two cases 35
Managerial implications 40
3 Mediterranean shoes conquer the world: global branding from local resources – the Camper case
DANIELE DALLI AND SIMONA ROMANI

Overview 43
Introduction 43
The company and its history 45
Rooting Camper in the rural Mediterranean world 47
Transforming the rural Med positioning to include more international images 52
Conclusion and managerial recommendations 54
Review and discussion questions 57
Keywords 57
Notes 58
References 58

4 Regional affiliations: building a marketing strategy on regional ethnicity
DELPINE DION AND LIONEL SITZ

Overview 60
From a utilitarian to a cultural consideration of the region 60
Regional marketing 63
Conditions of applicability 71
Review and discussion questions 75
Keywords 76
References 76
Online resources 77

5 Dove in Russia: the role of culture in advertising success
NATALIA TOLSTIKOVA

Overview 78
Introduction 78
Advertising case study: Dove in Russia 81
Secondary research considerations 85
Primary research considerations 89
Discussion and managerial implications 90
Review and discussion questions 90
Keywords 91
References 91
6 Market development in the African context
BENÉT DEBERRY-SPENCE, SAMMY K. BONSU, AND ERIC J. ARNOULD

Overview 93
Cultural positioning 93
African markets: then and now 94
Market development in Africa 96
Adaptive strategies for domestic market development 97
Other adaptive strategies 100
Developing export markets 102
Conclusion 106
Review and discussion questions 107
Keywords 107
References 107

7 Market development in the Latin American context
JUDITH CAVAZOS-ARROYO AND SILVIA GONZÁLEZ GARCÍA

Overview 110
Introduction 110
Evolution of market development and the consumer culture 111
Cultural diversity and consumer culture 112
Implications for the organization of consumption alternatives 114
Strategic marketing insights 123
Conclusion 125
Review and discussion questions 125
Keywords 126
References 126

8 What do affluent Chinese consumers want? A semiotic approach to building brand literacy in developing markets
LAURA R. OSWALD

Overview 130
Brand equity 130
Case study 1: what do affluent Chinese consumers want? 132
Brand literacy 135
Brand audit exercise: a semiotic analysis of luxury perfume ads 136
Brand literacy in semiotic perspective 138
Implications for consumer research 140
Conclusion 142
Review and discussion questions 143
Keywords 143
Note 143
References 144
PART II
Consumer, marketer identity, and community politics 145

9 The relational roles of brands 147
JILL AVERY

Overview 147
Relating to customers 147
Relating to brands 148
Customer relationship management (CRM) 153
Conclusion 161
Review and discussion questions 161
Keywords 162
References 162

10 Experiencing consumption: appropriating and marketing experiences 164
ANTONELLA CARU AND BERNARD COVA

Overview 164
The prevailing managerial approaches to experiencing consumption 165
A critical approach to experiential marketing 167
A cultural approach to the management of consumption experiences 170
Conclusion: in praise of a pluralistic approach 174
Review and discussion questions 175
Keywords 175
References 175

11 Tribal marketing 178
BERNARD COVA AND AVI SHANKAR

Overview 178
“‘It’s a tribe, Jim, but not as we know it’” 178
Tribes and brand communities 180
From exchange value and use value to linking value 181
Tribal marketing vs. traditional marketing 184
How to identify the potential of a consumer tribe 184
The three major steps of a tribal marketing approach 187
The limits of tribal marketing approaches: relinquishing control 189
Conclusion: a tribal marketing future 191
Review and discussion questions 192
Keywords 192
References 192
12 Facilitating collective brand engagement and collaborative production through cultural marketing 194

GABRIELA HEAD, HOPE JENSEN SCHAU, AND KATHERINE THOMPSON

Overview 194
What is Twilight and why should we care? 194
What is collective, collaborative consumption and why is it important? 198
Cultural marketing elements 199
The Twilight community culture 204
The advantages of cultural marketing in Twilight 207
Similar works of fiction – different approaches 207
Managerial implications for cultural marketing 208
Conclusion 209
Review and discussion questions 209
Keywords 210
Internet resources for Twilight plots 211

13 Turning a corporate brand upside-down: a case of cultural corporate brand management 212

SØREN ASKEGAARD AND SIMON TORP

Overview 212
Corporate history 213
Corporate religion in the Kjær Group 214
Brand Base 216
An economy of symbols 219
Turning the world upside down 221
Managing culture – takeaways? 222
Conclusion 223
Review and discussion questions 225
Keywords 226
Notes 226
References 226

PART III
Researching consumers, marketers, and markets 229

14 The way you see is what you get: market research as modes of knowledge production 231

SOFIE MØLLER BJERRISGAARD AND DANNIE KJELDGAARD

Overview 231
Introduction 231
Market research: a marketing managerial cornerstone 233
General approaches to research methods 280
Overview of the action research process 282
Four different types of action research 283
Managerial implications 289
Review and discussion questions 290
Keywords 290
References 290
Appendix: suggested Web resources 291

PART IV
Refashioning marketing practices 293

18 Segmentation and targeting reloaded
LUCA M. VISCONTI AND MINE ÜÇOK HUGHES

Overview 295
Segmentation and targeting in the Old World Order 295
Towards cultural segmentation and targeting 299
Segmenting and targeting ethnic consumers: a (cross-)cultural perspective 304
Learning from the field: performing cultural segmentation and targeting 310
Conclusion 312
Review and discussion questions 313
Keywords 313
References 313

19 Driving a deeply rooted brand: cultural marketing lessons learned from GM's Hummer advertising
MARIUS K. LUEDICKE

Overview 315
Driving a deeply rooted brand 315
The birth of the Hummer brand 316
The traditional positioning/targeting and communication approach 318
Limitations of the traditional approach 318
The culture-sensitive approach to positioning/targeting and communication 320
Conclusion 328
Review and discussion questions 329
Keywords 330
Notes 330
References 330
Contents

20 Value and price
DOMEN BAJDE

Overview 332
The process of value co-production 332
The process of price setting 334
The pricing situation analysis 336
Pricing objectives 342
Pricing strategy 344
Price implementation 345
Conclusion 346
Review and discussion questions 347
Keywords 347
References 347

21 Sales promotion: from a company resource to a customer resource
PHILIPPE ODOU, SOUAD DJELASSI, AND ISABELLE COLLIN-LACHAUD

Overview 349
Traditional sales promotion: principles and limitations 349
New consumer responses to measures aimed at stimulating sales 352
How can a company’s objectives be reconciled with consumer personal identity projects? Some examples of successful campaigns 355
Conclusion 359
Review and discussion questions 360
Keywords 361
References 361
Internet resources 362

22 Product design and creativity
NACIMA OURAHMOUNE

Overview 363
Introduction 363
Product design: from function to culture 364
Product design as embodiment of meaning 366
HOM creates lingerie for men 368
Transforming approaches to design 371
Managerial implications 374
Conclusion 375
Review and discussion questions 376
Keywords 376
References 376
23 When the diffusion of innovation is a cultural evolution 378
AMINA BECHEUR AND DENIZ ATIK

Overview 378
Innovation process 378
Traditional marketing approaches to innovation diffusion 380
Social and cultural approach to innovation diffusion 381
Luxury and perfume, legitimated taste: social imitation and distinction 383
Conclusion and implications 389
Review and discussion questions 389
Keywords 390
References 390

24 Gendered bodies: representations of femininity and masculinity in advertising practices 392
LORNA STEVENS AND JACOB OSTBERG

Overview 392
Introduction 392
Theoretical discussion: gender studies and marketing 395
Femininity and masculinity in advertising 397
Conclusion: the consuming body in contemporary consumer culture 404
Review and discussion questions 406
Exercise 406
Keywords 406
References 407

25 The ecology of the marketplace experience: from consumers’ imaginary to design implications 408
STEFANIA BORGHINI, PAULINE MACLARAN, GAËL BONNIN, and VÉRONIQUE COVA

Overview 408
Introduction 408
Evoking the imagination: spectacular consumptionscapes 409
Cultural identity and the role of place 415
Movement, gestures, and practices in marketplaces 416
The design of commercial spaces: the merging of functionality and aesthetics 419
Conclusion 422
Review and discussion questions 424
Keywords 424
References 424
29 Institutionalization of the sustainable market: a case study of fair trade in France
NIL TOULOUSE

Overview 475
Defining the sustainable market 475
Institutionalization of the sustainable market 477
Analyzing the institutionalization of fair trade in France 478
Managerial implications 486
Review and discussion questions 487
Keywords 487
References 487

30 Catering to consumers or consuming the caterers: a bridge too far... way too far
MORRIS B. HOLBROOK

Overview 489
Introduction: a bridge too far 489
I like Ike 490
The customer is king 491
Case study: Professor M.B.H. 492
Consumption experiences 494
Multiple aspects of customer value 496
The eight E’s, misplaced customer orientation, and the death of academic values 498
Conclusion 502
Review and discussion questions 502
Keywords 503
References 503

31 Ethics
LISA PEÑALOZA

Overview 505
Conceptualizing ethics 508
Ethics in marketing: element by element 511
The cultural approach to market ethics 511
Global market ethics 515
Case study: market financialization in the US 515
Government 520
Review and discussion questions 523
Keywords 523
References 523

Index 527