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# Marketing Research Updates

*A Quarterly Newsletter*

**April-June, 2009**

## Highlights

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## Book (1)

Rajagopal (2009), **Information Communication Technologies and Globalization of Retailing Applications**, IGI Global, Hershey, PA, 2009, ISBN 1-60566-248-8

*Foreword by Luis Herrera Y Marquez, Associate Dean, EGADE, ITESM-CCM*

**Abstract:** Globalization has pushed the use of technology in business with advancing information and communication technology becoming a key factor in the future development of the retailing industry. Technology applications have significantly contributed to the exponential growth and profits of retailing institutions worldwide. Information Communication Technologies and Globalization of Retailing Applications critically examine the synergy of technology use and conventional wisdom in retailing and explore contemporary changes determining higher customer value. Discussions in this book encompass strategy implications for managers to optimize their advantage in retailing through the application of ICT, bridging the customer-technology gap. This book encompasses strategy implications for managers to optimize the advantage in retailing through the application of ICT and bridging customer-technology gap. The bottom line of the book is to redefine technology led retailing strategy frameworks and building sustainable customer value for mutual (customer-company) success.



URL: <http://www.igi-pub.com/reference/details.asp?id=33237>

Preview of the book is available at [Google books](#)

## Research Papers Published (4)

Rajagopal (2009), **Growing Shopping Malls and Behavior of Urban Consumers**, *Journal of Retail and Leisure Property*, 8 (2), 99-118

**Abstract:** Shopping malls contribute to business more significantly than traditional markets, which are viewed as a simple convergence of supply and demand. Shopping malls attract buyers and sellers, and attract customers, providing enough time to make choices as well as a recreational means of shopping. However, competition between malls, congestion of markets and traditional shopping centers has led mall developers and management to consider alternative methods to build excitement in customers. This study examines the impact of growing congestion of shopping malls in urban areas on shopping



convenience and shopping behavior. Based on the survey of urban shoppers, the study analyses the cognitive attributes of the shoppers towards attractiveness of shopping malls and intensity of shopping. The results of the study reveal that the ambience of shopping malls, assortment of stores, sales promotions and comparative economic gains in the malls attract higher customer traffic to the malls

URL: <http://www.palgrave-journals.com/rfp/journal/v8/n2/abs/rfp20093a.html>

**Rajagopal (2009), Effects of Customer Services Efficiency and Market Effectiveness on Dealer Performance, *International Journal of Services and Operations Management*, 5 (5), 575-594**

**Abstract:** Market orientation is positively associated with the performance of dealers in terms of customer service quality, sales growth and market share increase. This paper aims to analyze the impact of market orientation strategies and the performance of customer services on customer acquisition, retention and sales of automobiles, which reveals the overall performance of the automobile dealers in Mexico. The discussion in the paper also comprehends the customer-dealer relationship in the automobile market segment referring to the key factors which establish services quality encompassing tangibility, responsiveness, trust, accuracy and empathy. The results of the study reveal that customers perceive quality relationship in a given frame of functions that are performed effectively by the dealer, lowering the extent of conflicts thereof. The high-conformance quality services of dealers and value-added customer relationships offering high customer satisfaction develop lifetime customer value and strengthen the customer-dealer relationship.

URL: [http://www.inderscience.com/search/index.php?action=record&rec\\_id=25115&prevQuery=&ps=10&m=or](http://www.inderscience.com/search/index.php?action=record&rec_id=25115&prevQuery=&ps=10&m=or)



**Rajagopal (2009), Behavioral Determinants in Selling Tourism Services: A Case Study, *International Journal of Leisure and Tourism Marketing*, 1(2), 183-202**

**Abstract:** This study examines the factors influencing performance of salespeople of tourism firms and variety of channels used by the customers to buy tourism products and services in reference to tourism firms in Mexico. The discussions in the study analyze perceptions of the salespeople on various activities that are performed towards accomplishing the targets and creating new accounts that lead towards the performance of the salespeople. The process of selling tourism products is also discussed in the study based on the qualitative variables. The results indicate that tourism has the potential to stimulate private sector growth and attract tourists by improving the performance of salespeople towards effectively selling the tourism products and services.

URL: [http://www.inderscience.com/search/index.php?action=record&rec\\_id=25158&prevQuery=&ps=10&m=or](http://www.inderscience.com/search/index.php?action=record&rec_id=25158&prevQuery=&ps=10&m=or)



**William Henry Steinwascher\* and Rajagopal (2009), Analytical Perspectives on the Integration and Diffusion of Knowledge in Multicultural Business Schools to Build Global Image, *The ICFAI University Journal of Knowledge Management*, 7 (3-4), 64-79**

**Abstract:** Multicultural phenomenon in organizations has been studied in this paper from educational and business perspectives. It discusses the pattern of organizational behavior of business schools seeking global image under multicultural environment. The study focuses on the process of knowledge diffusion and its impact on the variability of corporate and organizational image, reviews literature from both perspectives and tries to integrate the contributions in the multicultural education model, to gain a global image. In order to get a better understanding of the literature about multicultural education and organizational goals, a matrix was developed to explain both criteria. Two kinds of educational orientation and organizational goals were identified. The local and multicultural organizational platforms that demonstrate tenure goals short- and long-term were analyzed, to assess the variability factors in building the global image. The analysis of both criteria revealed four orientations in the previous contributions made on the topic: traditional, integrative, expansive and global. Different propositions were developed on the basis of critical



review of literature, by identifying gaps in the conceptual dimensions and a model that explains the variability factors in building a global image under multicultural environment was suggested. The model explains how business schools can reach global orientation through their organizational goals and educational perspectives.

URL: [http://www.iupindia.org/Knowledge\\_Management.asp](http://www.iupindia.org/Knowledge_Management.asp)

\* Dr. William Henry Steinwascher is Director of Post-graduate Studies, ITESM, San Luis Potosi Campus

## Working Paper (1)

Rajagopal (2009), *Street markets influencing consumer behavior in urban habitat*, ITESM-EGADE, June, 1-35

**Abstract:** This study explores the influence of street markets in urban geo-demographic settings and analyzes vending patterns with ethnic values enhancing the consumer satisfaction. Interrelationship among urban dwellers, marketplace ambiance, and conventional shopping wisdom of customers and interactive customer relations are also addressed in the study based on empirical survey. Research on street markets is very limited though some studies are available on street vendors with focus on spatial planning, political interventions, and legal rights. This study on street markets contributes significantly to the existing literature in reference to shopping behavior and perceptual values of urban consumers.

URL: <http://ssrn.com/abstract=1434943>

## Case Study (1)

Rajagopal (2009), *Coca-Cola Femsa (A): Shifts in Sales Management Strategy*, Centro Internacional de Casos, Tecnológico de Monterrey, Campus Guadalajara, 14p.

Abstract: Coca-Cola Femsa markets its products in a variety of returnable and non-returnable presentations to meet and unlock demand. However the success and profitability of the company emerges from the efficiency of team-work. Qualitatively, the company aims at performing business with creativity, discipline, flexibility, and efficiency of employees that would encourage the company to keep its operating costs low and brands on top. The case discusses the process of order taking and managing supplies in reference to the task, thrust, time, target and territory (5Ts) of market area. Also the application of IT led distribution strategy has been examined in the case. This case is supported with Teaching Notes available on line.



CIC Web site: <http://www.gda.itesm.mx/cic>

Case Publishing Coordination: Adriana Ramirez Rocha, CIC, ITESM, Campus Guadalajara [e-mail](#)

## New Books Signed with Publishers (2)

Jerry Banks\* and Rajagopal, **Crafting Managers: 100 Principles for the Excellent Manager**, Nova Science Publishers Inc., Hauppauge, New York, 2010

Firms are growing in an age of unprecedented opportunity comprising high ambitions, drive, and talent, intending to rise to the top. There is an increasing pressure on an organization to withstand global competition by employing effective managerial practices. This requires a strategic tool box to improve the skills of managers and guide step-by-step operations through everyday workplace situations. There are some books available on this subject but they deal on specific issues in a monotonous way. This book presents a blend of managerial and organizational strategies to improve bidirectional performance. This book examines organizational skills combined with personality traits for managers required to enhance performance and quality leadership. The discussions in the book explore attributes in-depth to augment abilities and qualities of a professional manager. This book is woven around the common management

issues with specific arguments on refining the managerial process and task administration. Managerial attributes towards problem-solving and communication are analyzed in this book through real-life examples that help the reader develop a plan of action for transforming a vision of leadership into an implementable reality. The authors perceive that the discussions in the book deliver everything that a person needs to know about modern management. Undergraduate management students of fourth year, MBA students and practicing managers could learn a lot from this book.

\* **Jerry Banks** retired in June, 1999 as Professor, School of Industrial and Systems Engineering, Georgia Institute of Technology. He then worked for two years as Senior Simulation Technology Advisor, Brooks Automation, Planning and Logistics Solutions, AutoMod Product Team. From 2001 through 2007, he taught short courses on simulation, RFID, creativity/innovation, and supply chain management throughout the world. He is currently on the faculty of Monterrey Institute of Technology, Nuevo Leon, Mexico as a professor with the title Academic Leader.

**Rajagopal, Systems Thinking and Process Dynamics for Marketing Systems: Technologies and Applications for Decision Management**, IGI Global, Hershey, PA, 2010

System thinking and process dynamics attempt to portray the performance-measurement system in marketing activities in a lucid way which has been an obscure issue for managers. A sound measurement system of various marketing operations in a firm improves decision-making scenario by focusing on aspects of the market competition and core competencies of a firm to create organizational value, and provide a valid and systematic justification for strategies implemented by the managers. This book focuses on thinking strategically about measurement, providing essential principles for developing and implementing a performance-measurement in a marketing firm. This book also introduces activity based dynamic modeling and analysis for architecting marketing strategies and policy applications. The strength of this book appears in describing the scientific concept of systems thinking and analyzing process dynamics for a marketing firms to win in complex situations. The arguments on new thinking and applications are supported with the best practices driving to lead in the market. The discussion in the book are woven around new business philosophy, organizational learning process, internal and external strategic fit of marketing policies of a company, process competency and its measurement, market penetration strategies and efficiency of managerial communications .

### Editorial Services

**Reviewer:** International Business Review, Elsevier

**Track Chair:** Round Table sessions on “Emerging Perspectives on Technology Driven Retailing” and “Impact of Economic Recession on Global Tourism” in the conference of Business and Economics Society International, Worcester, MA scheduled during January 06-09, 2010 at Nassau, Bahamas. View call for papers <http://www.inderscience.com/mapper.php?id=202>

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Editor-in-Chief, International Journal of Leisure and Tourism Marketing, Inderscience Publishers, UK, ISSN (Print) 1757-5567  
<http://www.inderscience.com/ijltm>

Chair, Latin American Chapter of Business and Economics Society International, USA for International Conference at Acapulco (Mexico), Jan 03-06, 2009 <http://www.besiweb.com>

Biographee "Who's Who in the World", 25th Edition, 2008 and 2009, Marquis Who's Who LLC, USA; Biographee "2000 Outstanding Intellectuals of 21st Century", 5th Edition, Summer 2008, International Biographical Centre, Cambridge, UK

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