

Factors which influence the degree of standardisation in marketing programmes of MNC subsidiaries in Ireland - an empirical investigation

University College Dublin - International marketing decision governance, standardisation, and performance A framework in the cross-market scenario, European Journal of Marketing



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Fourth, active and receptive subsidiaries, on average, export a higher proportion of sales than autonomous and quiescent subsidiaries, but the difference is significant only in the case of receptive and quiescent. Table 2 reports the results of regression analyses on the extent of HPWS adoption in our sample firms.

Performance consequences of marketing standardization/adaptation: A systematic literature review and future research agenda

Hence, IC-VD may stand as an evidence of ethical and socially responsible behaviors. The maximum pair-wise value in the current investigation is 0. Only one variable, North American origin, was significant in the model.

Marketing program standardization: A cross

Third, the effective use of HPWS can create and develop organisational capabilities, which make MNCs more competitive, innovative, and flexible in the global dynamic market Pfeffer, 1998; Lawler et al, 2000.

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The mean values suggest further support for RQ2, and this is borne out by the results of the Duncan multiple range test.

Evaluation of the integration

Based on the two analyses above, we believe that common method bias should not pose a serious threat in this study. In the empirical model under analysis, to test and , two explanatory variables are naturally the most relevant, namely, BE and CSR.

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This raises three questions: why is this strategy type not included in the model of Jarillo and Martinez; what are the implications of the quiescent subsidiary type; and what future role is there for a quiescent subsidiary? Variable 11 is concerned with the heterogeneity of the executive group, and a high need for local responsiveness will be reflected in a variegated management team that is not constricted by a uniform corporate culture operating throughout the MNC; in this case, the executive group is much more likely to respond rapidly and positively to local market stimuli even if-- lacking the required degree of autonomy -- they have to seek the co-operation of regional or global HQ. Manuscript received March 1996, revised July 1996, revised September 1996, revised January 1997.

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Table 3 gives a summary of characteristics of the four clusters of subsidiaries, adding to the evidence of a positive response to RQ1.

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