



American Collegiate Retailing Association
educating tomorrow's retail leaders

Retail Education Today

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President's Corner

The September *President's Corner* highlighted our strong commitment to support and foster retail education for undergraduate and graduate students in new, creative ways. Our ACRA Constitution states that in conjunction with our mandate of high quality retail education, we are dedicated to the development and advancement of retail "...research and innovative approaches to the understanding of the industry."

ACRA has focused on raising our profile within the *retail research* community and within the *broader research* community, over the past few years. The most recent example of this was at the **AMS/ACRA Conference** in November 2006. Mike Gable, recipient of the ACRA Hall of Fame award, gave the Plenary Address (see p. 4). Conference attendees met with editors of three retail-oriented journals and retail researchers from around the world participated in a dynamic, interactive and enjoyable conference. This can only happen with experienced, highly focused, patient and dedicated Co-Chairs: **Barry Berman and Chuck Mellon**. "Thanks" cannot sum this up in one mere word.

Looking ahead, the **ACRA Winter Conference** (see p. 2) in conjunction with the **96th NRF Annual Convention** is coming up shortly after the holiday break. Typically, our Paper Presentation Session & Business Meeting take place on the "kick-off" morning, Sunday January 14, 2007. At this time, I would like to rec-

ognize the extraordinary work of **Jerry Greenberg**, who has been ACRA's New York Conference Liaison for as long as anyone can remember.

Through Jerry, we had access to some "hot" retail concepts of their time and we brought back new insights and many times (legal) photos, to share with our students. Jerry is now retiring from this position



and we thank him for his tremendous commitment to our ACRA Winter Conferences.

Barry Berman has volunteered to organize our New York industry tour this year and we will visit *Whole Foods*, *Trader Joe's* and the *Farmer's Market*. The tour is tentatively scheduled in between the two Super Sessions on Monday, January 15th. More details will be posted on the ACRA website and/or sent via the listserv; final details will be announced at the ACRA Business Meeting on Sunday morning.

Back to research... Our Chicago Spring Conference has an upcoming paper submission deadline of December 31st.

Thanks to the perseverance of **Jungkun Park**, chair of our Paper Presentation Session, the **two (2) "Best Papers"** will be published in the *Journal of Customer Behavior*. In addition, Jungkun created an innovative website that tracks ACRA reviewers according to their area of expertise (see p. 5). Ultimately, this will ensure that our double blind review process is as accurate as possible.

There are many more areas to delve into with respect to research, such as university/industry partnerships (i.e. the ACRA/Sak's model that **Sandra Forstythe** spearheaded), research funded by ACRA, or how we might communicate key findings from the research presented at our Conferences to a wider audience. If you are interested in helping us further ACRA's research mandate, please contact me.

As we wrap up the current semester, I would like to wish you and your extended families a very peaceful and joyous holiday season!

Donna Smith

Ryerson University
ACRA President



ACRA Winter Conference—NYC Jan 14-17, 2007

The ACRA winter conference will be held in conjunction with the National Retailing Federation Convention and Exposition, January 14-17, 2007 in New York City at the Javitz Convention Center. The theme of the NRF convention is "Set Retail in Motion."

Make plans today to join the



New York City is the setting for the ACRA Winter Conference

undisputed "must-attend" event for retailers from around the world at the NRF 96th Annual Convention and EXPO, better known internationally as Retail's BIG Show – the show that attracts more decision-making retail executives than any event of its kind. Furthermore with a trade

show 40,000 sq. ft. larger than last year's, see all of the newest technology in action. Finally, renew friendships and make new ones as ACRA professors join retail practitioners in this once-a-year event. The registration fee is \$295 for all attendees. The website for the NRF convention is: <http://nrf.a2zinc.net/annual07/public/enter.aspx>

REMINDER

Spring 2007 Conference—Chicago

The ACRA Spring 2007 Conference will be held in Chicago, IL. The conference will be held April 12 – 15, 2007 at the Embassy Suites Hotel Chicago Downtown, which is a few blocks off Chicago's Magnificent Mile, North Michigan Avenue.

To help plan the travel budget: The room rate is \$179 for a king room, and \$199 for a 2-queen-bedroom, full breakfast and cocktail hour included. (Yes, I know that is pricey for our group, but this is a very good price for where we want to be, for our conference needs, and a good breakfast included.) Registration should be under \$200. A taxi from the airport is about \$30. There is a metro train with nominal fare from the airport to the downtown train station, at which point you'd want another taxi for a short ride. Chicago-O'Hare is serviced by many national and international airlines.

You can help make this a fabulous event by:

1. Submitting research papers and/or volunteering to review papers. The deadline to submit is Dec. 31, 2006. Papers should be submitted in Word format via e-mail to ACRA@purdue.edu (type ACRA submission in the subject line)

Please see the Call for Papers, and/or contact at Park4@purdue.edu.

2. Participating in the Undergraduate Student Retail Analysis Competition (see call for papers)

3. Volunteering to bring a multimedia projector to help us with this rental cost. Contact Jan Owens at jowens@carthage.edu if you can help.

The tentative schedule is to have a full day of visits to retailers and a corporate HQ on Friday; paper ses-

sions on Saturday morning; and a possible store visit following lunch.

Looking forward to a great conference,

- Jan Owens

jowens@carthage.edu
262 551-2111



Get Ready to See Chicago!

Upcoming Conferences

- Jan 14-17 '07: ACRA Winter Conference/NRF Convention, New York City
- Spring '08: ACRA Spring Conference, Durango, CO
- Apr 12 -15 '07: ACRA Spring Conference, Chicago, IL
- Jan '09: ACRA Winter Conference/NRF Convention, New York

Tribute to Dr. Myron "Mike" Gable

By Susan Fiorito and Martin Topol

Dr. Myron "Mike" Gable, was born in New York City in the Bronx. He lived and went to school there and then worked in the record industry for 23 years after graduating from college. Not long after completing his doctorate at NYU, Mike moved to Pennsylvania and spent most of the next 23 years teaching as a Professor of Marketing and Retail Management at Shippensburg University. Mike later joined Purdue University as Professor of Retail Management but decided to return to Shippensburg University after one year.

Mike's teaching experience also included a number of semesters teaching at New York University, the University of Maine and in Puerto Rico. Tirelessly devoted to students, Mike took on additional administrative responsibilities. At Shippensburg, Mike served as Department Chair for 11 years and Acting Dean for two years. An avid tennis player, Mike also assisted in coaching Shippensburg's tennis team in his spare time!

Mike was involved in retailing from a very early age, even before he could secure the necessary working papers. Employed by the Ansonia Shoe Company, he learned many of the basic tenets of retailing from on-the-job experience and skillful observation. His interest in retailing was not surprising, as many of his family members, including his father, were engaged in retailing all of their lives. Mike lived and breathed retailing, understood the intricacies of selling and sales presentation, and earned numerous promotions while moving on to work for the RCA Company's phonograph record division after graduating college. He ultimately built his sales territory, (a relatively small geographical area in lower Manhattan), into his division's leading sales territory in the entire United States! Mike never rested on his laurels; he always set another, higher goal to achieve both at work and in his academic career.

He has published close to 100 articles in refereed journals over the years. Thirteen of them appear in the *Journal of Retailing* and three trace the rising status of women in department store retailing over a span of 20 years. This comes as no surprise to those who know Mike; he enjoys the research process from start to finish, and remains thoroughly focused on the task from early stages of formulating and testing of hypotheses, to the discovery and interpretation of results into meaningful findings. Although retired from Shippensburg University since 1992, he remains an active researcher with more than ten articles published since "retirement."



Pictured are Mike Gable, Susan Fiorito and Martin Topol

Mike also was an active presenter, having made close to 100 presentations at academic conferences and at least six presentations at the National Retail Federation's Annual Convention. To his credit, many research initiatives had more than an academic payoff. Several research projects benefited clients and important segments of the retailing industry. Of particular note are a series of studies undertaken by Mike for the benefit of the Pennsylvania Retail Association over a 20 period beginning in 1972 which led to the passage of legislation favorable to re-

tailers in the State of Pennsylvania. Similar successes were earned from research findings based on research conducted during Mike's sabbaticals at the corporate headquarters of leading record industry retailing chains (Musicland and Record World).

Mike's writing activities also extended to co-authorship of retailing textbooks, book chapters, and book reviews for leading marketing journals (e.g., the *Journal of Marketing*).

A further testament to Mike's initiative and drive are his contributions to academic organizations. Mike has been a faithful member of the American Collegiate Retailing Association since 1972. He was ACRA's President from 1984 to 1986. During his tenure, he worked with Stan Hollander and Jay Lindquist in 1984 while they were members of the Board of Governors of the Academy of Marketing Science and conceived the plans for the first AMS/ACRA Conference, the first triennial joint meeting that remains a vibrant and fruitful conference that attracts attendees from all over the world.

Recognition of Mike's achievements led to his being named to ACRA's Hall of Fame (one of only eight academics). But this pales in comparison to the recognition and respect of his beloved family, earned by his commitment to them. Mike has been married to his wife Ruth for 58 years. They are a gracious and generous couple, who have made the lives of so many people they have touched all the more pleasant and precious. They enjoy their lives in Sarasota where other non-academic pleasures such as music and art and the challenges of golf occupy part of their day. Their lovely two children, now grown, have provided them with the joys of not only being grandparents three times over, but the special joy of being great-grandparents as well.

Is Wal-Mart A Force for Good in Our Society?

By Dr. Myron Gable

The following is a synopsis of his plenary address at the AMS/ACRA Joint meeting, November 3, 2006



Dr. Myron "Mike" Gable

In retailing there is big, and there is Wal-Mart. With annual sales close to \$320 billion in 2005, there are those who refer to this giant as Godzilla-Mart. The firm is so much larger than other retailers that comparisons with other retailers are difficult. Bentonville, Arkansas has become a thriving metropolis. In 1930, the New York Times described the Great Atlantic and Pacific Tea Company (A and P) as the greatest retailing machine. Today, Wal-Mart exerts a greater influence than A and P ever did. The chain is lauded for its every day low prices and outstanding system of logistics but is criticized for driving mom-and-pop stores out of business, low wages, and poor working conditions for its employees.

Recent articles in newspapers and magazines indicate a love-hate relationship has taken place. There are those who believe that the firm is a huge force for good; while others stress that this company can be likened to an evil empire. The purpose of my address this afternoon is to present the pros and cons on this subject and let you, the audience, make-up your own minds. Because of space constraints in the Newsletter, some of the major positives and negatives will be enumerated in brief fashion.

Some of the major positives are: (1) everyday low prices for their customers, especially for those who are living at close to the poverty level; (2) employs over 1,300,000 people, many of whom can not secure jobs elsewhere; (3) close to 75 percent of managerial personnel have risen from wage jobs; (4) benefiting consumers by forcing competitors to lower their prices; (5) by importing merchandise made in less fortunate countries, standards of living in other parts of the world have risen in these places – even though wages in these countries are low; and (6) providing their employees with a health care plan, even though the percentage of those with plans is lower than 20 years ago. As stated earlier,

there are other positives that were not mentioned.

Some of the major negatives are: (1) although a health care plan is provided, its for those who are healthy and is costly for hourly wage workers; (2) hourly wages are low and many are earning wages below the poverty level; (3) placing a cap on wages in many positions and imposing harsh working conditions; (4) by having merchandise manufactured overseas, jobs are lost in the United States; (5) driving many small retailers out of business; and (6) exaggerating the benefits of their new prescription drug plan, e.g., generic drugs on their list are the less expensive older ones. There are other negatives as well.

In your opinion, is Wal-Mart on a net basis good for our American society? Your responses are welcomed.

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Call For Papers



Conference or Publication	Due Date	Description	Contact
<p>2007 ACRA Spring Conference, Chicago, IL</p> <p>Embassy Suites Hotel</p>	Dec. 31, 2006	<p>All papers will be double-blind reviewed with the best 2 papers included in the Journal of Customer Behavior.</p> <p>See reminder on page 2</p>	<p>Jungkun Park, PH.D., Asst. Prof. Purdue University 812 W. State St. West Lafayette, IN 47906 765) 494-6662 E-mail: park4@purdue.edu or ACRA@Purdue.edu</p> <p>http://www.acraretail.org/Chicago%20conference.htm</p> <p>Reviewers: http://www.cfs.purdue.edu/ss/wsb.dll/stat1/ACRAreviewer.htm</p>
<p>ACRA Undergraduate Student Retail Analysis Competition</p> <p>In conjunction with the ACRA Spring conference April 12 – 15, 2007 Chicago, IL</p>	Jan. 10 2007	<p>The students will conduct a simplified SWOT analysis of a major retailer linked to the conference location. Since the upcoming Spring conference is in Chicago, students are required to analyze Walgreens Pharmacy for the Spring 2007 competition. Chaired by Carol Kaufman-Scarborough of Rutgers University School of Business-Camden and Doreen Burdalski of Albright</p>	<p>More information at http://www.acraretail.org/index.html</p> <p>Submit entries as email attachments in a Word format to Carol Kaufman-Scarborough at acra-comp@camden.rutgers.edu.</p>
<p>European Assoc. for Education in Commercial Distribution (EAERCD) Conference</p> <p>Saarland University, Saarbruecken, Germany</p> <p>June 27—29</p>	Jan. 15 2007	<p>Submit papers on the different aspects of retailing and distribution. Submitted papers are refereed and a selection of papers will be published in a special issue of the International Review of Retail Distribution and Consumer Research (IRRDCR) following the conference.</p>	<p>http://www.hima.uni-saarland.de/EAERCD/</p>
<p>Request for Cases for <i>Concepts and Cases in Retail and Merchandise Management</i>, 2nd ed.</p>	March 1, 2007	<p>Cases vary in length (approximately 750—3,000 words). Contact Nancy Rabolt for full requirements.</p>	<p>Nancy Rabolt nrabolt@sfsu.edu</p>
<p>ACRA Student Charrette</p> <p>March 21-25, 2007 Ryerson University, Toronto, Canada</p>		<p>8 teams of 5 students per team will compete to solve a cross-disciplinary, integrative, real-world problem. Consider sending a team.</p>	<p>If interested contact Donna Smith, drsmith@ryerson.ca</p>
<p>International Textiles and Apparel Association (ITAA)</p> <p>Special Issue of the <i>Clothing and Textiles Research Journal</i></p>	March 2007	<p>This special issue will focus on the increasing number of older people within the global market and the implication of that demographic on design, production, marketing and use of apparel and textile products.</p>	<p>Watch for the upcoming Aging in a Global Society link on the ITAA website which will detail submission guidelines www.itaonline.org</p> <p>Email: info@itaonline.org</p>



Membership News

New Members

Meriem Chida – Philadelphia University
 Clifford Davis – SUNY Cobleskill, Cobleskill, NY
 Kathleen Gruben – Georgia Southern University – Statesboro
 Barnett Greenberg – Florida International University - Miami
 Jaya Halepete – Marymount University – Arlington, VA
 Yuri Lee – Seoul University – Korea
 Chuanlan Liu – Louisiana State University – Baton Rouge
 Judy Miler – Appalachian State University – Boone, NC
 Mark Mitchell – Coastal Carolina University – Conway, SC
 Manoj Nakra – Jain Centre for Management – Dubai, UAE
 Hyunjoo Oh – University of Florida – Gainesville
 Anirban Sengupta – Goa Institute of Management – India
 Jennifer Yurchisin – Texas State University – San Marcos

Members Moving to New Institutions

Doreen Burdalski – Albright College – Reading, PA
 Sharron Lennon – University of Delaware – Newark
 Tracy Meyer – University of North Carolina – Wilmington
 Jan Owens – Carthage College – Kenosha, WI
 Jeff Totten – McNeese State University – Lake Charles, LA
 Scarlett Wesley – University of Kentucky – Lexington

- *Paul McGurr*
 Fort Lewis College

Send address changes, to
Paul McGurr, ACRA
Treasurer

Note: If you have not sent in your 2007 ACRA dues, please do so.

Introducing the ACRA Student Intern

Jordy Lucier is in her third year of the New Media program at Ryerson University. She enjoys graphic and web design and was recently nominated for the Karen Miller-Tait Memorial Award for her creative endeavours. When she's not in front of her computer, she sews

purses and tote bags for her small business, Pink Olive (www.pinkolive.ca). Jordy will be helping with design areas related to ACRA activity, including the website and newsletter. Welcome Jordy!

Congratulations...

Approximately 50 research papers were presented at the AMS/ACRA joint meeting in November, 2006. Congratulations are in order for the best paper winner and runners-up:

Best paper: "Retail Shelf Allocation: A Comparative Simulation Analysis of Heuristic and Meta-Heuristic Approaches" Jared M. Hansen, Texas Tech University; Sumit Raut, Indian Institute of Technology; and Sanjeev Swami, Indian Institute of Technology



Runners-up: "Effects of Reputation and Web Site Quality on Mood, Perceived Risk, and Purchase Intention in an Online Retailing Context" Jiyoung Kim, Ohio State University and Sharron J. Lennon, University of Delaware.

"Fashion Clothing - Where Does It All End Up?" Grete Birtwistle, Glasgow Caledonian University and Christopher M. Moore, Heriot-Watt University.

Feature Article

Creating an Understanding of Culture-specific Retailer Merchandise Offerings: Suggestions for Retail Research

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Abstract

Numerous studies have been undertaken directed toward ethnic groups and brand performance in relation to the brand's country-of-origin (COO). Additional studies have been undertaken in regard to cultural recognition and acclimatization. This paper explores needed research in regard to a culture's position in relation to mass marketing. The focus is on the food-service and retail food industries.

Overview

There are numerous traces of culture-specific retailers in present day American society. Society in general tends to embrace the idea of exploring various cultures and ethnicities. Common traces of culture-specific retailers that have become Americanized include Chinese "fast food" restaurants, Mexican Restaurants, Indian Restaurants (and food marts) as well as in influx of Ethiopian restaurants. Another example of a culture-specific retailer would be the African souvenir stores featuring household décor and other "practical" household goods and services. Despite all of the influences on culture and ethnicity in retailing what comes into question is the actual authenticity of these retailers' goods and services, especially when it comes to mass marketing across ethnic/cultural lines.

Major food chains, such as Giant, Wegman's, Safeway and others, have special aisles for "international foods". These aisles contain various ethnic food products such as "Hispanic" food items and Indian spices. These products are popular among Americans who are also members of minority groups. "...members of minority groups now represent one-third of the American population, and the University of Georgia's Selig Center estimates minority spending every year on goods and services at more than \$2 trillion" (Lee 2004).

Goya is a popular brand found in the "international aisles" of grocery retailers offering products ranging from different categories of legumes to seasonings and marinades. Goya is Hispanic, family-owned business founded in 1936 by two Spanish immigrants. Initially Goya was meant to cater to Hispanic communities, but over time, their product offerings have been embraced by non-Hispanic shoppers. Goya products have remained authentic and true to the tastes of the Caribbean, Mexican, Central and South American cuisine (www.goya.com). The "international aisle" also features Basmati rice, made and packaged in India for those consumers who are familiar with its "thinner" and non-sticky quality.

Conversely, within the same food stores that carry the above named products, there exists an array of other products in "non-international" aisles with cultural and ethnic references that Americans appear to relate to. An example would be snacks such as Doritos and Fritos. These are popular snacks in the American consumer market, produced and packaged by Frito-Lay, an American owned and operated company (www.frito-lay.com).

The retailer Target, follows a similar approach to that of the larger supermarkets. On Target's e-tail site, there is a section referred to as the "Global Bazaar". In their Global Bazaar department, Target offers culturally inspired furniture, bedding

and accents from India, China, Japan, Ghana, Italy, Vietnam, Latin American and others. Some Target stores offer these products at their brick-and-mortar locations (www.target.com).

Chinese fast food and Indian restaurants are common sites in many American cities, and in particular in America's large urban centers. One notable feature of these restaurants is standardized menus each offer. Taste seems to remain a constant, with a more sweet, than sour, flavor on most of the restaurant's menus. "...Companies using a standardized strategy can achieve the benefits of cost reductions, improved quality of products and programs, enhanced customer preference... This strategy emphasizes cultural similarities regardless of geographic locations of the customers" (Herbig 1998). There is a paucity of data showing that Chinese and Indian restaurants are part of nationally owned franchises (www.franchisegator.com). On inspection of ten menus in Eastern Pennsylvania, the Indian menus are characterized by mixed curried vegetables, chicken curry, white basmati rice and traditional unleavened bread known as chapatti. Most who are familiar with authentic Indian food may agree that food served in Indian restaurants is not as spicy as in India. Chapatti served in India is usually cooked with a bit more oil and there is a wide array of non-beef protein Indian dishes not offered in the states.

Many of the restaurant retailers are trying to maintain their competitive edge by offering value-added services and products to their menus. Additionally, "...companies and their brands need to offer more to consumers than just core products and services... they also need to include experiential, sensory and aesthetic benefits... Memorability, in turn, depends greatly upon the sensory or aesthetic qualities of the offering. Intelligent marketing of sensory experiences should result in higher levels of customer satisfaction and repeat purchasing" (Witkowski et al 2003). United States marketers know that when marketing abroad, it is advisable to learn of the host country's culture, political structure and societal structure. The same is true for international retailers who do business in the United States. "Marketers who fight any modification until proven necessary are likely to be handicapped when entering the world market" (Czinkota et al 1995).

Thoughts on Retail Strategy

Several observations have been made about launching new products into different markets. There are a number of barriers that businesses face when trying to launch their products into unknown territories. In order to increase the likelihood of success, it is important that retailers understand these barriers.

Consumers have pre-existing biases toward products based upon their country-of-origin (COO). Thus the place of the products' manufacture will have an impact on individual product evaluation (Gurhan-Canli and Maheswaran 2000). Additionally, these biases, or stereotypes of retailers and their products create either a positive or negative association depending upon what the product is and where it was manufactured (Czinkota et al. 1995). Many of these perceptions of U.S. consumers are attributed to the type of cultural classification they fall under. Two cultural classifications, collectivism and individualism have an impact on retailer and product acceptance. For example, when individualist and collectivist societies were studied results indicated that individualists evaluated certain home products more favorably only when the home products were in fact superior, while collectivists evaluated the home product more favorably regardless of the actual superiority of the product (Gurhan-Canli & Maheswaran 2000). This study would indicate that when launching a ethnic/cultural background product into a new market, that it is not affiliated with that ethnicity (i.e. USA), thus eliminating a cultural bias against the COO, and relying more heavily on the products quality, functionality, workmanship, etc.

Other studies have shown different results creating another point-of-view in regard to country-of-origin. In trying to develop customer acceptance and satisfaction for a retailer or a retailer's products and services, customer satisfaction may not come from "just" the acclimation of the customer to the product. There are instances where satisfaction arises without having product purchase or retailer patronage. This satisfaction may occur at anytime during the acceptance of the retailer or product including before, during or after patronizing a store or trying a new product (Olander 1977).

Retail Product Development

Some research aimed toward marketing and retailing to diverse populations has shown that cross-cultural marketing raises the question of whether a business should standardize or adapt its products to meet the needs of those consumers from different cultures. The goal of marketing is to "...create positive identity impressions in the local consumers' minds, even if this entails some alteration to the company's global identity impressions" (Witkowski et al. 2003, p.2). When dealing with a strong, culturally-rooted society, such as that of the Chinese, certain considerations should be taken into account. Chinese are known to accept their environments. They generally don't seek to change the environment. Chinese are collectivists as opposed to Westerners who are individualists and endeavor to control their environments (Herbig 1998). The American fast food industry has made changes in their menu offerings to reflect prevailing cultures. They have done this in the hope that the consumers may be more accepting of their merchandise mix. In India, for example, McDonalds offers Maharaja Macs; in Japan Teriyaki McBurg-

ers and there is a choice of Kosher or non-Kosher restaurants in the McDonalds of Israel. Even restaurant architecture has been made to reflect histories and cultures of host countries. As an example, Starbucks created a Ming Dynasty façade in their Shanghai branch (Witkowski et al 2003).

Standardization

An awareness of culture's role in target markets may lead many retailers, besides those in the fast food industry, to consider adapting or standardizing their retail offerings. Standardization takes on a mass marketing strategy where the world is regarded as one common global culture. Companies seek to minimize specific cultural references in their product offerings so that the goods or services may be acceptable to all cultures (Herbig 1998). Some cultures have adapted Western values and are more accepting of goods and services that reflect Western lifestyles. Tai and Tam (1996) found that the less acculturated Chinese consumers tend to be, the more thrifty and quality minded they are. They spend less on value expressive items and shop at retailers who offer Chinese goods. The more acculturated Chinese consumers are, the more they tend to be sophisticated shoppers. They tend to be brand conscious and shop in the same manner as the acculturated host country (in this case the United States).

Adaptation is an approach whereby each culture is considered separately and retailers aim to alter products/services to meet the needs of each culture (Herbig 1998). There is an ethnic awareness in the world today. Native Americans are making efforts to regain tribal lands while African Americans are establishing pride in their heritage. Native Hawaiians and Pacific Islanders are fighting to restore native rights. This evidence goes against the notion that the world is slowly becoming one culture (Herbig 1998). "The conventional notion of the United States as a melting pot is no longer adequate to describe our ethnically diverse society" (Hirschman 1983; Ueltschy and Krampf 2001 p 2.).

In order to create value for a retailer's merchandise mix or actual, individual products, cultural packaging may be necessary (Czinkota et al, 1995). Anytime retailers create an advertising campaign, or an IMC plan, they must make sure that the target market or audience is culturally connected and that the product and campaign is relevant to that market (Gloede 2004). Some retailers prefer to take changes and offer products "as is" with no culturally value-added elements in order to save costs associated with the product's sales. This offers an opportunity to other companies who are willing to "bite the bullet" and employ segmentation techniques in order to launch successful products into challenging markets (Czinkota 1995).

Levi Jeans made products for the Japanese market that were a "tighter fit" than the U.S., while in Brazil they made them "curvaceous to satisfy the ultra-tight fit desires favored by women of Brazil (Herbig 1998). Campbell's Soup found, through research on their various market segments, that they were able to produce positive results for each separate cultural group. In Poland, Campbell's introduced eight varieties of condensed zupa and flaki while in Mexico soup is sold in larger cans to cater to families of four, five or more (Herbig 1998).

These examples reflect a situation where the targeted market and consumer is from a specific culture and whose ethnocentricity is a barrier for which most businesses may have to adjust. These cultural segments are proud of their culture and would like to include their culture in facets of their everyday life.

Propositions for Research

The question then is, in a reverse situation whereby the retailer of goods or services is from a specific culture, and exhibits, to some degree, a form of ethnocentricity; would these retailers' imposition of their culture in the non-affiliated mass market (i.e. the USA) be viewed as such, or will they be welcomed in the true fashion of individualism as long as their products and service offerings are of good quality and aesthetic value? Additionally, are there situations where certain products, based upon their cultural base, will do well as unadulterated products in a mass market? To establish the answers to these questions, three research propositions are advanced:

P1: Goods and services of a specific strong cultural and ethnic background, when being offered to a mass market (i.e. USA) that is not affiliated with that cultural/ethnic background, can be launched in their original form without alteration and will perform "successfully" in that market.

P2: Goods and services of a specific strong cultural and ethnic background, when being offered to a mass market (i.e. the USA) which is not affiliated with that culture/ethnicity, cannot perform successfully when launched in their original form, and hence, have to be altered to suit the needs of the masses.

P3: Goods and services of a specific strong cultural/ethnic background, when launched in their original non-altered form to a

mass market (i.e. the USA) that is not affiliated with that culture, are initially accepted only by those from similar ethnic/cultural backgrounds, but with time (acculturation) come to be accepted by the mass market that is not affiliated with that ethnicity or culture.

It is suggested that numerous samples be taken from differing countries. Comparisons between and within countries should be reported. Utilitarian and value-expressive products should also be utilized to isolate and identify if product-type differences have an impact on final consumer choice behaviors. We feel that the answer to these propositions will help international retailers, as well as national retailers, be more successful in the changing global world of retailing and retail management.

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Position Openings

There are many positions starting in the Fall of 2007. Below is a summary of the openings. If interested, please find the complete listing on the ACRA website at <http://www.acraretail.org/PositionAnnouncements.htm>

University	Position	Rank Depending on Qualifications/Experience	To Start	Review of Applicants Begins
CA Polytechnic Univ., Pomona	9 M—Tenure Track 1 or more positions Fashion Retailing/ Apparel Management	Asst—Assoc	Sept. 2007	1/15/07 Until position filled
University of North Texas, Denton	9M-Tenure Track Faculty Program Co- ordinator for Elec- tronic Merchandising Degree	Assoc—Prof	Aug. 2007	12/1/2006 Until posi- tion filled
University of North Texas, Denton	9M-Tenure Track Merchandising Division	Asst.	Fall 2007	12/1/2006 Until posi- tion filled
Columbia College Chicago, IL	Tenure Track Fashion and Retail Management	Not indicated	Fall 2007	Not indicated
Auburn University, AL	9M Tenure Track Apparel Merchandis- ing Design & Textiles	Asst—Full	Aug. 16, 2007	2/1/2007 Until posi- tion filled
Kent State Univ. OH	9M Tenure Track Fashion Merchandising	Asst	Fall 2007	
University of Minne- sota	9M Tenure Track Retail Merchandising 2 positions available	Asst— Assoc	Aug. 27, 2006	12/1/2006 Until posi- tion filled
University of North Carolina, Greensboro	Consumer Apparel and Retail Studies	Asst—Assoc	Aug. 2007	Not indicated
North Carolina State University Raleigh	College of Textiles Product Design and Development	Asst—Full	Not Indicated	Until position filled
Ohio University Athens, OH	Retail Merchandising	Open	Sept. 2007	1/2/2007 Until posi- tion filled

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