

[Field Research]

A Comparative Content Analysis on the Journal of International Marketing: A Study of Ten Years (2004-2013)

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Received: March 04, 2014. Revised: April 24, 2014. Accepted: May 14, 2014.

Abstract

Purpose - This paper aims to investigate topics and trends in international marketing and cross-cultural management by conducting a content analysis of the Journal of International Marketing.

Research Design, Data, and Methodology - In this study, one of the leading journals in the field of international marketing, the Journal of International Marketing, was chosen for research. A total of 199 articles were identified from a time span of ten years (2004–2013). SPSS software was used for codification and analysis of the data.

Results - This study revealed some of the factors on which cross-cultural management had a strong correlation with international marketing. Of the 199 articles in the Journal of International Marketing, 64 articles related to cross-cultural management.

Conclusions - A content analysis of the Journal of International Marketing comparing general articles with articles related to cross-cultural management is unprecedented. This study offers insight into the impact of cross culture on the discipline of international marketing. The findings of this research could be employed as a reference for gaining insight into the trends and influence of cross-cultural management in international marketing.

Keywords: Content Analysis, International Marketing, Cross Culture, Cross Cultural Management.

JEL Classifications: M14, M16, M19, M31.

1. Introduction

The 21st century has seen a vast increase in the global-

ization of many areas, namely in the area of business and management. Especially within the business discipline, the area of international marketing is rising. Some view global marketing as analogous to a massive supply chain management system (Lee & Carter, 2009). Indeed, in recent decades, academic journals related to marketing have increased considerably, not to mention the plethora of interest companies and countries have shown in international marketing (Baumgartner & Pieters, 2003; Hawkins & Mothersbaugh, 2010). Naturally, it is becoming more imperative that the practices of management and international business evolve to keep up with needs of a rapidly changing contemporary world today. As the world becomes more confluent and different cultures interconnect, it is only logical to assume that the field of cross cultural management will become important as well. As mentioned by Laurent (1986) and Fish (1994), cross cultural management is an emerging interdisciplinary field in business and one that will need more attention and research in the future.

In order for successful ventures into the globalized market and to appeal to global consumers, it is crucial to have an understanding of many different cultures. The study of such different cultures is cross-cultural analysis (Kerin et al., 2013). For years to come, cross-cultural aspects in the field of marketing will play a critical role in the successes and survival of all global businesses (Lee & Carter, 2009). In alignment with this insight, the number of studies conducted on international and cross cultural marketing is increasing. For example, Atilgan-Inan et al. (2010) inspected international marketing journals on new product development processes to discern the changes that have occurred from a management perspective. It emphasized on the importance of innovation for many businesses in the globalized markets. Notwithstanding, other authors have also conducted meaningful research over the years with consideration to the increasing importance of cultural diversity in the business world of today (Sultana et al., 2013; McDonald, 1994; Suzuki, 1980).

However, no studies have been conducted thus far on a content analysis of the Journal of International Marketing that compares articles that are cross culturally oriented to those that are not. This is the first article of its kind that attempts to do so.

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Therefore, this study will offer a detailed analysis on the first ten years of the *Journal of International Marketing*. The period of ten years was discerned to be an appropriate time span for a detailed content analysis by the author (Chandy & Williams, 1994). By using content analysis, the author will not only be able to assess the various topics studied in the field of international marketing, but also compare the trends of cross cultural and international marketing.

The purpose of this research is to uncover the trends and topics in the journal of international marketing related to cross cultural management. The collection and analysis of the data are configured by conducting a content analysis. This research starts with a review of all the relevant literature of content analysis on the field of marketing. Then, a quantitative method is executed for a content analysis of the *Journal of International Marketing*. Lastly, the results are analyzed, implications drawn, and conclusions surmised, including limitations and proposals for future research.

2. Review of Literature

This research focuses on the trends that can be extricated from the content analysis of the *Journal of International Marketing*. A content analysis is a useful tool for associating frequency with significance. It is described as "a method of analysis of communication messages using a systematic system of counting items within established categories" (Sayre, 1992). Therefore, the author deemed it important that the subject of international marketing was analyzed by method of content analysis.

Studies on the field of content analysis and international marketing have been blossoming steadily for the past several decades. A plethora of scholars have conducted content analysis on the field of international marketing. Of those, several have used content analysis for investigation on international marketing and business journals. For example, Inkpen & Beamish (1994) reviewed twenty-five years of articles in the *Journal of International Business Studies* (JIBS). They analyzed the institutional affiliations, authors, and the content of all the articles. In another study, Malhotra et al. (2005) investigated the first 21 years (1983-2003) on the journal *International Marketing Review* for some insight into the contents and outputs of the journal. As a result, it showed that the *International Marketing Review* was a stable and leading journal in its field and that it covered a variety of topics in the field of international marketing.

In addition, the *International Journal of Service Industry Management* (IJSIM) was analyzed by Pilkington & Chai (2008) on all the publications between the years 1990-2005. They explored the main themes of IJSIM, which revolved around research on customer satisfaction and service quality. Leonidou et al. (2010) conducted a content analysis on specific articles pertaining to international marketing within the top ten leading journals of marketing. The authors found that articles which focused

on international marketing had shown an increase over time, and most were written by multiple authors, mostly US based.

Furthermore, Griffith et al. (2008) investigated six top journals in the field of international business over a time span of eleven years, from 1996-2006. The results showed that of the six journals studied, the *Journal of International Business Studies* contained the most cited articles, confirming its prevalent status as the dominant journal in the field of international business. Moreover, Zhang & Lopez-Pascual (2012) examined the interaction between two cultural perspectives (dynamic and static culture) in cross cultural management with international business. Lu (2003) scrutinized leading journals in international business and strategic management for an investigation into the evolution of the contributions in international strategic management literature. It was concluded that although international strategic management (ISM) research had increased steadily in the last several years, there were some topics that needed to be given more attention in this area.

Other research articles have explored many aspects of international marketing and cross cultural management in a content analysis format. McDonald (1994) employed content analysis of two interview studies of consumers in order to perceive decision-making paths of consumers in different countries. It was discovered that the way consumers made decisions varied within, but not across, countries. In another example, Sultana et al. (2013) tackled how cross-cultural diversity affected an organizations' competitiveness by using content analysis. They showed that the organizational performance and its competitiveness positively correlated with the cultural diversity management practices.

As regards to utilizing cultural differences, Lee & Trim (2008) studied how understanding the Korean and Japanese cultural value systems could potentially aid Western organizations in future business partnerships. This study highlighted the differences in Korean and Japanese cultures, and how that translated to each country's unique organizational characteristics and way of doing business. Bengoa et al. (2012) acknowledged the importance of managing the diverse cultural environment effectively for international business success. They pointed out that one of the main challenges in knowledge management stemmed from cultural clashes. Therefore, it was deemed that correct use of the knowledge capital of employees played an important role in fostering successful international business co-operations. Moreover, Gutierrez et al. (2012) observed the effect culture had on leadership behaviors of Indian, Chinese, and Western CEOs. 101 CEOs were interviewed for a better understanding of varying leadership demands in different business areas. It was concluded that Chinese, Indian, and Western CEOs possessed distinctive characteristics of leadership. This study addressed the issue on the importance of leaders to become culturally savvy for leading businesses in an increasingly multicultural world.

Overall, research in the field of cross cultural and international marketing using content analysis is flourishing at a rapid rate and will continue to do so. However, studies have not yet

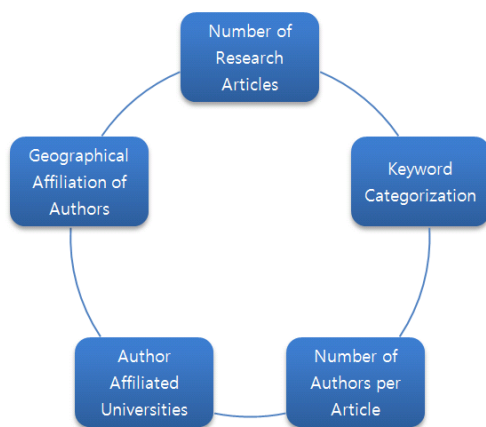
been performed on a content analysis of the Journal of International Marketing focused on specific articles related to cross cultural aspects of marketing and management. Therefore, this present research will endeavor to probe the trends in cross cultural management within international marketing.

3. Methodology

This research conducted a study on a leading journal in the field of international marketing. The Journal of International Marketing was selected for research based on the Thomson Scientific's Journal Citation Reports. In this current paper, general articles and articles related to cross cultural management were analyzed separately for a comparative content analysis. In order for a clear distinction of the two article types, the author reviewed all the research in the Journal of International Marketing in two steps. First, the author filtered articles that clearly expressed the relevance of the article to the topic of cross cultural management. The criteria was to choose articles that contained strictly only the words "cross cultural", "ethnocentrism" and "cross national" in the keywords or title section. Then, for a second screening, the author reviewed the abstract of the remaining papers not yet sorted and selected those that conducted a study on a comparison between two or more countries, and the effect of the cultures in areas of management (Leonidou et al., 2010).

The time frame of the journal was restricted to ten years for a more detailed and focused analysis. In addition, the current research excluded all editorials and book reviews, as they were not deemed to be an accurate portrayal of empirical research (Bakir et al., 2000; Nolen, 2009). A total of 199 articles were codified and analyzed using SPSS.

3.1. Research Framework



<Figure 1> Five Themes as a Research Framework

Content analysis was achieved by analyzing the articles into five themes as can be observed in <Figure 1>. They include

the numbers of research articles in a ten year span of the Journal of International Marketing, keyword categorization, number of authors per article, author affiliated universities, and the corresponding geographical affiliation of authors.

3.2. Number of Articles in the Journal of International Marketing

The number of articles were categorized on a yearly basis, and compared between articles related to cross cultural management and general articles related to international marketing.

3.3. Keyword Categorization

The author used a quantitative approach for the categorization of the keywords in the Journal of International Marketing. Several reference points were used to provide accurate themes in the categorization of all the keywords (Malhotra et al., 2005; Sultana et al., 2013). The keywords were methodically categorized in each of its respective category. All the keywords were categorized only into one category that best corresponded with its meaning. Then, all the keywords were reviewed by two graduate students to confirm they were categorized accurately.

3.4. Number of Authors Per Article

The number of authors per article was also categorized on a yearly basis. There were a total of five categories: single author, two authors, three authors, four authors, and more than four authors.

3.5. Author Affiliated Universities

An analysis of author affiliated institutions was conducted by analyzing the data of all the universities affiliated with the authors in articles related to cross cultural management and general articles separately. The author adopted a method employed by Heck and Cooley (1988), Morrison and Inkpen (1991), Lu (2003), and Inkpen & Beamish (1994). The affiliated institutions of the authors were analyzed by an absolute (total) and adjusted measures of appearances.

In the total appearances of the authors, a one full credit was appointed to the authors' institution regardless of the number of authors in a single article. However, in the adjusted appearances of authors, the number of authors and their university affiliations published in a single journal were taken into account. For example, if an article was published by a sole author, the institution affiliated with the author took one credit. One-half credit was given to an institution if the author affiliated with that institution co-authored a publication with an author of a different institution. Likewise, an institution affiliated with an author who coauthored an article with two more authors was given one-third credit and so on. In the cases of authors who were affiliated to

more than one institution, the institution listed first was given the credit.

3.6. Geographical Affiliation of Authors

The geographical affiliation of the authors was coded referencing Svensson et al. (2008), and Chan et al. (2005).

4. Results

<Table 1> represents the number of general and cross cultural management related articles in the Journal of International Marketing. There were a consistent number of articles published each year for the last ten years. As can be seen from the table, articles related to cross cultural management accounted for around one-third (32.16%) of all the publications in the Journal of International management. The year where the highest number of articles was published on cross cultural management was in 2008 and 2010. One interesting thing to note is that at least 2 articles related to cross cultural management have always been published each year in the Journal of International management.

<Table 1> Number of articles in the Journal of International Marketing

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	TOTAL
Cross Cultural Management related articles	2	7	8	6	10	7	10	8	2	4	64 (32.16%)
General International Marketing Articles	17	13	12	13	10	13	11	12	18	16	135 (67.84%)

<Table 2> Number of authors per article not related to cross cultural management

author number	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	TOTAL
Single author	1	1	0	2	0	0	1	2	2	1	10
Two authors	10	5	3	7	3	2	1	4	5	7	47
Three authors	6	3	6	3	6	9	4	5	10	2	54
Four authors	0	2	3	1	2	2	4	0	1	5	20
More than four authors	0	2	0	0	0	0	1	1	0	2	6

<Table 3> Number of authors per article related to cross cultural management

author number	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	TOTAL
Single author	1	0	0	0	1	0	0	0	0	1	3
Two authors	0	2	4	3	4	2	4	4	0	0	23
Three authors	0	4	3	0	3	4	3	3	2	2	24
Four authors	0	1	0	2	1	1	1	1	0	0	7
More than four authors	1	0	1	1	0	0	1	0	0	1	5

<Table 2> shows the number of authors per article. It can be observed from the table that the most frequent number of authors per article was three authors. An article with two authors was the next highest, followed by an article published by four authors. An article written by a sole author or multiple authors were not as common, with only 10 and 6 articles respectively.

<Table 3> shows similar results. The most frequent number of authors per article was three authors, with a total of 24 articles, followed closely by articles with two authors with a total of 23 articles. Single, multiple, and four authored articles all had numbers in the single digits. A paper written by a sole author was the least frequent, with only 3 articles in a ten year period. Regardless of articles related to cross cultural management, the number of single authors and multiple authors remained consistently low.

The categorization of keywords in general international marketing articles and articles related to cross cultural management are shown in <Table 4> and <Table 5>. According to <Table 4>, the keywords of general articles were classified into 18 different categories. The category that had the highest frequency of keywords was "international", with a frequency of 87. Next highest was "global", with a frequency of 80, while the category "marketing" was a close third, with a frequency of 74. It

is logical for these three categories to be the top three, considering the articles were derived from the Journal of International Marketing. An interesting phenomenon to note in this table is the categories with the same number of frequencies. Categories “economy” and “other” both held the same frequency of 22. Next were “culture” and “organization”, both with a frequency of 20. “Management” and “service” categories had the same number of frequencies, as well as “international marketing” and “firms” categories.

the general articles in <Table 4>, none of the categories of keywords in cross cultural management related articles were recurrent. The categories with the least frequency of keywords were “economy”, “risk”, and “other”. In particular, the categories “risk” and “economy” both had keyword frequencies of less than ten.

<Table 6> provides a list of the top 40 author affiliated institutions from general articles not related to cross cultural management. The ranking is based on the number of adjusted appearances. Authors from Michigan State University had the

<Table 4> Categorization of keywords in general articles

Category	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	TOTAL
1. Service	8	1	1	1	1	1	0	2	0	2	17
2. Marketing	9	9	5	7	3	8	4	8	11	10	74
3. Consumer	3	3	3	2	5	0	4	3	8	5	36
4. Strategy	6	4	2	2	5	5	6	3	3	2	38
5. Global	10	7	11	5	9	5	7	11	10	5	80
6. International	10	8	11	13	8	8	2	4	17	6	87
7. Distribution	5	1	6	4	1	3	7	9	1	11	48
8. Business	2	3	4	4	1	0	2	1	4	3	24
9. Economy	8	2	1	2	1	1	0	3	2	2	22
10. Performance	7	5	1	2	2	10	4	2	2	5	40
11. Culture	6	1	1	2	4	1	1	2	2	0	20
12. National	3	0	2	1	1	0	0	1	1	3	12
13. Management	1	3	0	3	2	1	3	1	1	2	17
14. International Marketing	3	6	1	1	0	0	0	0	0	0	11
15. Organization	0	5	1	3	0	0	0	1	3	7	20
16. Research Method	7	5	7	5	3	7	3	3	14	4	58
17. Firms	1	0	0	2	2	4	0	1	0	1	11
18. Other	4	3	2	0	0	3	4	0	3	3	22
Total	93	66	59	59	48	57	47	55	82	71	637

<Table 5> Categorization of keywords in articles related to cross cultural management

Category	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	TOTAL
1. Globalization	1	6	2	6	10	6	3	7	1	5	47
2. International	1	4	9	1	2	3	2	0	0	2	24
3. Brand	4	2	1	2	5	6	3	1	1	2	27
4. Cross-Cultural	1	3	0	3	6	7	3	3	0	2	28
5. Culture	0	4	5	4	6	4	4	5	2	3	37
6. Marketing	0	3	4	3	3	3	6	7	1	2	32
7. Service	1	3	0	0	2	0	9	2	0	0	17
8. Risk	0	4	0	0	1	0	0	0	0	0	5
9. Management	0	2	6	4	4	0	5	3	1	1	26
10. Research methods	0	1	5	1	2	0	3	1	5	1	19
11. Economy	0	1	0	0	1	0	0	0	0	0	2
12. Consumer	0	0	3	3	3	3	6	4	1	0	23
13. Other	5	1	4	1	1	1	0	0	0	0	13
TOTAL	13	34	39	28	46	33	44	33	12	18	300

As can be clearly seen from <Table 5>, the keywords in articles related to cross cultural management were allocated into 13 categories. “Globalization” was the category with the most frequency of keywords, with a number of 47. Categories “culture” and “market” came in second and third place, with a frequency of 37 and 32, respectively. Unlike the categories from

highest number of contributions to articles in the Journal of International Marketing. It is interesting to note that the top three author affiliated institutions are all western countries. In addition, it is encouraging to note that the institutions listed in the top 40 list originate from various countries around the world.

<Table 6> Top 40 author affiliated institutions in general articles

Affiliation	Country name	Adjusted appearances	Total appearances
1. Michigan State University	USA	8.05	12
2. University of Vienna	Austria	4.86	8
3. University of Leeds	UK	4.55	11
4. Florida State University	USA	2.66	5
5. University of Hong Kong	China	2.57	6
6. Koç University	Turkey	2.5	3
7. University of Missouri-St. Louis	USA	2.33	3
8. University of Cyprus	Cyprus	2.26	6
9. City University of Hong Kong	China	2.12	5
10. New York University	USA	2	2
11. Monash University	Australia	1.83	3
12. Trier University	Germany	1.6	2
13. Massey University	New Zealand	1.5	2
14. Universidade Nova de Lisboa	Portugal	1.49	3
15. Georgetown University	USA	1.33	2
16. University of Technology, Sydney	Australia	1.33	2
17. University College Dublin	Ireland	1.33	2
18. Georgia State University	USA	1.25	2
19. The Chinese University of Hong Kong	China	1.3	3
20. University of Missouri-Columbia	USA	1.2	3
21. Warwick University	UK	1.16	3
22. University of Haifa	Israel	1.16	2
23. University of South Carolina	USA	1.16	2
24. Hong Kong Baptist University	China	1.13	4
25. University of Hawaii	USA	1.11	4
26. St. John Fisher College	USA	1.08	3
27. University of Santiago de Compostela	Spain	1.06	2
28. Athens University	Greece	1	2
29. University of Texas at Arlington	USA	1	2
30. Australian Graduate School of Management	Australia	1	1
31. Copenhagen Business School	Denmark	1	1
32. Ecole Supérieure	France	1	1

du Commerce Extérieur (International Business School)			
33. Lingnan University	China	1	1
34. Linnaeus University	Sweden	1	1
35. Ozyegin University	Turkey	1	1
36. Robert Schum University	France	1	1
37. San Francisco State University	USA	1	1
38. University of Jyväskylä	Finland	1	1
39. University of North Carolina at Greensboro	USA	1	1
40. WHU-Otto Beisheim School of Management	Germany	1	1

<Table 7> Top 40 author affiliated institutions in articles related to cross cultural management

Affiliation	Countries	Adjusted appearances	Total appearances
1. New York University	USA	3	4
2. Aachen University	Germany	2.66	3
3. The Chinese University of Hong Kong	China	2.33	3
4. University of New South Wales	Australia	1.99	4
5. Villanova University	USA	1.58	3
6. Michigan State University	USA	1.76	4
7. Eindhoven University	Netherlands	1.5	3
8. University of Vienna	Austria	1.5	2
9. Concordia University	Canada	1.23	3
10. Christian-Albrechts-University	Germany	1	1
11. Norwegian School of Management	Norway	1	1
12. Peking University	China	1	1
13. University College Dublin	Ireland	1	1
14. University of Dortmund	Germany	1	1
15. University of Hawaii	USA	1	1
16. University of International Business and Economics	China	1	1
17. University of Lausanne	Switzerland	1	1
18. University of North Texas	USA	1	1

19. Yuan Ze University	Taiwan	1	1
20. Curtin University of Technology, Perth, Australia	Australia	0.83	2
21. Universidad Autónoma de Madrid	Spain	0.83	2
22. University of Connecticut	USA	0.83	2
23. University of Mississippi	USA	0.83	2
24. University of Sydney	Australia	0.83	2
25. Dartmouth College	USA	0.66	1
26. Georgia State University	USA	0.66	1
27. Louisiana Tech University	USA	0.66	1
28. University of Denver	USA	0.66	1
29. University of Missouri-Kansas City	USA	0.66	1
30. University of Southern Carolina	USA	0.66	1
31. University of Western Australia	Australia	0.66	1

Likewise, <Table 7> shows a variety of institutions from many different countries in the top 40list. The top five author affiliated institutions were New York University, Aachen University, The Chinese University of Hong Kong, University of New South Wales, and Villanova University. An interesting phenomenon is that only three institutions remain in the top ten in both <Table 6> and <Table 7>. They are Michigan State University, New York University, and University of Vienna. Of the three, two institutions are located in USA, and one is located in Austria.

The affiliated countries of the authors in general articles of the Journal of International Marketing are listed in <Table 8>. The most prominent region of author affiliated countries was Europe, with 39.95%. North America came in a close second, with 35.24%. The third highest author affiliated region was Asia and the Pacific, with 20.84%. Middle East, South America, and Africa composed the last three regions with 3.43%, 0.25% and 0.25%, respectively. One thing to note is that regions South America and Africa were only represented with one country and one author affiliation each.

<Table 9> displays all the author affiliated countries in articles related to cross cultural management. All the countries were grouped into its respective regions. They include North America, Europe, Asia and the Pacific, and Africa. Note that regions South America and Middle East were not accounted for, as no author was affiliated with any of the countries in those two regions. Unlike the results from <Table 8>, the leading affiliated region was not Europe, but North America (53.14%). Next was Europe, with a percentage of 26.86%. A huge gap existed between Europe and the next highest affiliated region, which

were Asia and the Pacific (1.94%). Africa ranked last with a meager author affiliation of 0.57%. Similar to <Table 8>, Africa was only represented by only one country and it had only one author affiliation.

5. Discussion

This current study has provided with some interesting insights on a comparison of cross cultural management with international marketing. The results have shown that cross cultural management has a strong correlation and relevance to the subject of international marketing. An analysis of a ten year span of articles in the Journal of International Marketing shows that at least two articles were published related to the field of Cross Cultural Management. In some cases, articles related to the field of cross cultural management accounted for close to half of all the articles published in the years 2008, 2010, and 2011. This suggests that cross cultural management will not only remain a pertinent factor in the field of international management but also have a huge impact in the future.

As expected of a leading journal in the field of international marketing, the categories of keywords which were the most highest were related to global and marketing, inferring a clear focus and consistency in the articles published. In addition, the articles related to cross culture showed a ranking of the categories related to cross culture, marketing, and globalization, implying cross cultural associated articles still had a clear emphasis on the topic of international marketing.

The analysis of the number of authors per article revealed that co-author studies were the most popular form, regardless of articles' relation to cross cultural management. The data on the numbers of authors per article did not exhibit an increasing trend, but showed many fluctuations. In addition, publications each year only contained one or two articles with sole author and multiple (over four) authors for both general articles and articles related to cross cultural management. Based on these results, it can be inferred that some of the possible reasons for the populous numbers of authors co-authoring a publication lies in a vast amount of data to process and analyze. In addition, a fellow scholar of the same discipline might be able to offer valuable input and ideas, resulting in an article of a higher quality (Lu, 2003).

Furthermore, the results showed that the countries of author's affiliated institutions were diverse. The top three affiliated author institutions were all associated with different countries, for both general articles and articles related to cross cultural management. Moreover, of the top 30 ranked institutions, more than half were affiliated with countries other than USA. This implicates that the authors' unique and diverse cultural perspectives were reflected on the publications of international marketing and cross cultural management (Lu, 2003). In addition, many authors belonging to various institutions in diverse countries around the world were interested and actively participating

<Table 8> Author affiliated country in general articles of international marketing

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	TOTAL: 403
North America											142 (35.24%)
USA	19	15	15	9	14	21	13	5	11	13	
Canada	1	0	1	2	0	0	0	1	2	0	
Europe											161 (39.95%)
Denmark	2	0	0	0	0	0	0	0	2	0	
England	2	3	21	2	1	6	7	6	4	6	
Norway	2	0	1	0	0	0	0	1	0	0	
France	2	0	2	0	0	0	0	1	0	1	
Belgium	1	0	0	0	0	0	0	0	0	0	
Germany	0	0	2	0	0	1	0	3	7	2	
Austria	0	0	1	1	4	0	0	2	3	3	
Ireland	0	0	0	2	0	0	1	2	1	0	
Netherlands	0	0	0	0	0	0	0	2	0	0	
Slovenia	0	0	1	0	2	0	0	0	0	0	
Sweden	0	0	0	1	0	0	0	0	3	0	
Finland	0	0	0	2	0	3	0	0	3	1	
Switzerland	0	0	0	0	0	0	0	0	0	2	
Portugal	1	2	0	0	0	2	0	3	0	0	
Greece	0	2	0	1	0	0	0	0	0	1	
Spain	0	0	0	2	0	0	6	0	0	3	
Bosnia	0	0	0	0	0	0	0	0	0	1	
Cyprus	0	1	0	0	0	0	1	2	1	4	
Asia and the Pacific											84 (20.84%)
Taiwan	1	0	0	0	0	0	1	0	3	0	
New Zealand	2	0	0	1	0	0	0	2	0	0	
Australia	1	1	8	4	3	3	0	1	1	2	
Vietnam	1	0	0	0	0	0	0	0	0	0	
Singapore	2	0	0	0	0	0	0	0	0	0	
China	2	13	2	1	4	2	5	3	2	9	
Japan	0	0	0	0	0	0	0	0	0	0	
Kazakhstan	0	0	0	0	0	0	0	0	0	0	
Korea	0	0	0	0	0	0	2	0	0	1	
India	0	0	0	0	0	0	0	0	0	1	
Middle East											14 (3.43%)
Israel	0	0	3	0	2	0	0	1	0	0	
Egypt	0	0	1	0	0	0	0	0	0	0	
Turkey	0	0	0	1	2	0	0	0	3	0	
Kuwait	0	0	0	0	0	1	0	0	0	0	
South America											1 (0.25%)
Mexico	0	1	0	0	0	0	0	0	0	0	
Africa											1 (0.25%)
South Africa	0	0	0	0	0	1	0	0	0	0	

in research on not only general international marketing, but also on cross cultural aspects of management.

The leading geographical location for author affiliated countries in general articles was Europe. However, USA was the leading geographical location of author affiliated countries for articles related to cross cultural management within the Journal of International Marketing. This evidence confirms that while authors in Europe contributed more to the discipline of international marketing, USA was the main contributor in cross cultural management topics. Furthermore, the results indicated that of Asia

and the Pacific, Middle East, South America, and Africa accounted for roughly 25% of author affiliated countries in general articles. However, a surprising finding was in articles related to cross cultural management, the author affiliated geographical affiliations of Africa and Asia and the Pacific accounted for only a meager percentage of a little over 2%. These discoveries suggest that while the topic of international marketing is recognized and specialized by scholars all over the world, the topic of cross cultural management in terms of international marketing is still emerging.

<Table 9> Author affiliated country in articles related to cross cultural management>

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	TOTAL: 175
North America											93 (53.14%)
USA	1	6	11	13	11	5	16	7	6	8	
Canada	3	0	2	0	0	3	1	0	0	0	
Europe											47 (26.86%)
Denmark	0	1	0	0	0	0	0	0	0	0	
England	0	0	0	0	0	1	1	0	0	0	
Norway	0	0	0	0	1	0	0	0	0	0	
Germany	0	2	0	0	3	4	6	5	0	3	
Austria	0	1	0	0	0	0	1	2	0	0	
Ireland	0	0	2	0	0	0	0	0	0	0	
Netherlands	0	0	1	0	1	2	1	1	0	0	
Slovenia	0	0	1	0	0	0	0	0	0	0	
Sweden	0	0	0	1	0	0	0	0	0	0	
Finland	0	0	0	0	0	0	0	0	0	0	
Switzerland	0	0	0	2	0	1	0	0	0	0	
Spain	0	0	1	0	0	0	1	0	0	0	
Poland	0	0	0	0	0	0	1	0	0	0	
Asia and the Pacific											34 (1.94%)
Taiwan	1	0	0	0	0	0	0	0	0	0	
New Zealand	0	0	0	1	0	0	0	0	0	0	
Australia	0	5	0	1	1	3	0	3	0	0	
China	0	4	0	1	4	0	1	3	0	1	
Japan	1	0	0	0	0	0	0	0	0	0	
Kazakhstan	0	0	1	0	0	0	0	0	0	0	
Thailand	0	0	0	0	1	0	1	0	0	0	
India	0	0	0	0	0	0	1	0	0	0	
Africa											1 (0.57%)
Ghana	0	1	0	0	0	0	0	0	0	0	

Additionally, geographically affiliated countries in Africa, South America, and the Middle East showed consistently low numbers in both general articles and articles affiliated with cross cultural management. There were not any author affiliated countries of the Middle East and South America in articles related to cross cultural management. These phenomenons suggest the possibility that countries in these areas might have had limited resources or a scarcity of research data available. Another plausible explanation could be due to language barriers as well (Svensson & Wood, 2007).

6. Conclusion

6.1. Summary

This research investigated the trends of general articles and articles related to cross cultural management in the Journal of International Marketing. It aided in uncovering the different elements of international marketing and cross cultural managements. The study conducted has confirmed that while cross cultural management is emerging to be an important topic in international marketing, there are still many more studies to be performed in relation to these two topics.

However, it did show encouraging results in that articles on the topic of cross culture were always present in the yearly publications of the Journal of International Marketing. This reflects on an increasing impact of cross cultural management in international marketing. Thus, the journal was an accurate reflection of the steady rise of globalization in not only the world, but also in scholarly areas such as international marketing (Baumgartner & Pieters, 2003).

Both general articles and articles related to cross cultural management showed strong relevance and focus on the topic of international marketing. This could be clearly seen from the results of the categorization of keywords, which showed the highest frequencies of the categories were "global" and "marketing". Moreover, co-authorship was the most widely used form for both general articles and articles related to cross cultural management.

In addition, the leading geographical location of the author affiliated countries was Europe for general articles and the USA for articles related to cross cultural management. The percentage of author affiliated countries located in Asia and the Pacific, South America, and Africa were only around 25% for general articles and 2% for articles related to cross cultural management. On the other hand, the countries of author affiliated institutions were diverse, suggesting many of the authors' diverse cultural viewpoints were reflected on their research papers.

The findings of this article can be utilized as a reference for companies and marketers in gaining insight into the trends and impact of cross cultural management in international marketing. With the expansion of global markets, the importance of dealing with cultural and social differences between two or more countries will become more evident (Alon et al., 2013). Thus, the ability of a company to undertake and understand cross cultural relationships in international marketing will be a major factor in its success on the global market.

6.2. Limitations and proposals for future research

As much as this was the first content analysis on the Journal of International Marketing assessing articles related to cross cultural aspects, it stumbled upon some limitations. In this study, only one journal was used for analysis of cross cultural management and international marketing in order for a deeper and focused content analysis. Thus, some suggestions for future research include conducting a research analysis on more than one journal for a more comprehensive analysis on the trends of cross cultural management within international marketing.

Other suggestions for future research proposed by the author include evaluating other fields pertaining to management and business other than marketing to observe the impact of cross cultural management on those respective fields. Possible research fields include supply chain management, distribution management, retail marketing, and advertising. Furthermore, it would also be useful to compare more than one journal and

conduct a cross analysis comparison on cross cultural management phenomenon. Other methods can also be applied for an analysis of cross cultural management and international marketing. For example, conducting citation analysis would offer new perspectives in international marketing disciplines and it will be useful to know what kind of resources researchers use to conduct theories on cross cultural management issues. Author productivity could also be pursued in this area, as it is an emerging field and it is vital that more research and interest is shown in this field.

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