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POSITIONING A SECOND BUY: LESSONS FROM NANO

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ABSTRACT

Brand positioning is finding a vacant space by differentiating from the competitors' products. This position will be normally attractive to a given market segment in terms of the benefits sought, price, or some feature of the brand which matches the demographic or psychographic character of the segment. Usually a brand does not become attractive to multiple segments. However, some of the brands are attractive to multiple segments which are diametrically opposed in their characteristics. This research paper examines the phenomenon through a case study of Nano by assembling data from users belonging to different segments. The study allows extensive theorization based on evidences from two tangentially different segments. Findings indicate that though there is a major benefit (economy) targeted to the principal segment there are other benefits (ease of use) attractive to another segment. The major position (status) of the other segment is not violated due to the members' ownership of a principal benefit brand (a status car) prior to the second buy of the brand in question. In fact the principal benefit of the secondary segment is enhanced by the given brand since it is a second buy. The findings are of managerial implications too and are applicable to many products like mobile phones, personal computers etc.

INTRODUCTION

According to Howard and Sheth (1969) "market segmentation depends on the idea that the company should segment or divide the market in such a way as to achieve sets of buyers". Historically sellers were engaged in mass marketing. They were into the mass production, mass promotion and mass distribution

of one product to all customers in order to obtain economies of scale. The approach of market segmentation made the producers to compete against their competitors in terms of products and services. Kotler says “the product differentiation is to provide variety to the buyers rather than to appeal to different segments”.

In the present day competitive market, to be successful, the companies must have better understanding of what customers actually require as the market has shifted from seller's market to buyer's market. In India the car market is highly competitive one where manufacturers like Maruti Suzuki, Tata Motors and Hyundai have made their presence already. Apart from them there are other competitors like Honda, General Motors, Fiat India Pvt. Ltd., Toyota, etc. Thus it became difficult for the car manufacturers to device a long term strategy for competitive advantage in the middle income and upper income segment. But in a country like India sizeable number of population falls under middle income and lower income groups. To attract the customers from this segment Tata Motors has brought out a low priced small car (cheapest car of India) named “NANO”.

Indian middle class is further divided into Upper, Middle and the Lower middle class. For the lower middle class, the Nano will be their first car. For the middle-middle class, it will be their second car, wheels they can take to the local market. For the Upper middle class, Nano will possibly be the third in their garage, for their ‘baba-log’ to ride around. Now that's a first, not just in India, but around the world, a first for a product to appeal across market segments.

BRAND POSITIONING PROCESS

Effective Brand Positioning is contingent upon identifying and communicating a brand's uniqueness, differentiation and verifiable value.

Generally, the brand positioning process involves:

- 1] Identifying the business's direct competition (could include tertiary players that offer your product/service amongst a larger portfolio of solutions)
- 2] Understanding how each competitor is positioning their business today (e.g. claiming to be the fastest, cheapest, largest, the #1 provider, etc.)
- 3] Documenting the provider's own positioning as it exists today (may not exist if startup business)
- 4] Comparing the company's positioning to its competitors' to identify viable areas for differentiation
- 5] Developing a distinctive, differentiating and value-based brand positioning statement, key messages and customer value propositions.

Positioning is what the customer believes about product's value, features, and benefits; it is a comparison to the other available alternatives offered by the competition. These beliefs tend to be based on customer experiences and evidence, rather than awareness created by advertising or promotion.

Marketers manage product positioning by focusing their marketing activities on a positioning strategy. Pricing, promotion, channels of distribution, and advertising all are geared to maximize the chosen positioning strategy.

LITERATURE REVIEW

In the beginning there was just one when, in 1886, Karl Benz looked upon his creation and the car was born. Though there were strange forerunners including royal playthings and steam powered-artillery carriers, the German's creation was the world's first car.

In 2012, over 60 million passenger cars were produced in a single year (or 165,000 new cars produced every day). Last year was another milestone, as the number of cars on the world's roads surpassed one billion, so there's been some much needed good news for an industry that just a couple of years back was contemplating the prospect of the likes of General Motors, Ford and other venerated brands ending up on the scrap heap.

After a nine percent decline in global car production in 2009, it immediately jumped back the following year with a 22 percent increase and has since consolidated at the current three percent yearly growth rate that some say is conservative but most say is sustainable, even if aspects of the Eurozone might flatten some progress(Riggans, 2012). It was during this period Tata Motors came out with its new variant of cars, Nano specially meant for the lower segment of the people positioning it as 'Aam Aadmi Car'at a very low price. Though this car was strategically positioned for the lower strata of the people, it was well accepted by all strata of customers. Dibb & Simkin (1994) concluded in their study that although the advantages of segmentation are well documented, practitioners must reconcile the potential benefits of segmentation with the realities of a company structure, distribution system, and sales force that may be geared to satisfy operational considerations rather than marketing requirements.

It is not the mere income segmentation always matters as the owners of each group of cars differ in terms of the values they consider important and the car attributes they desire. Sukhdial, Chakraborty & Steger (1995) arrived at that the ownership of American, German, and Japanese luxury cars can be predicted on the basis of the values owners endorse and the car attributes they desire. Moreover, knowledge of owners' values contributes information above and beyond that provided by their evaluations of car attributes. Thus, measuring value could sharpen segmentation in the auto market. Similarly Kwoka(1992) found that the use of multiple quality variants enables discrimination among heterogeneous buyers of a product. He saw that the price-quality variants of a major manufacturer do segment the market as predicted by the Mussa-Rosen model(1978). Distortions in the range and nature of products offered, product prices, and the resulting consumer surplus in the automobile market were measured and shown to be significant, but the correspondence of 1983 data on AMC, the Big Three U.S. automakers, and import automakers to the implications of the market segmentation model is fairly close. The results supports the usefulness of the Mussa-Rosen model in estimating the full effects of sellers' price and quality strategies.

In the study conducted by Verboven(1999) to examine whether and when the pricing practices on base products may differ from those of premium products, sold with options or add-ons. The study considered the following alternative models: a monopoly model, a model of brand rivalry with full consumer information, and a model of rivalry in which consumers are only well informed about base product prices. Findings of his study show that only the brand rivalry model with limited consumer information forecasts that premium products have larger percentage markups than base products, if brand rivalry is sufficiently intense. Moreover, empirical evidence on base and premium product pricing in the automobile market is consistent with the limited information model but inconsistent with the other two models. Viswanathan, Korozovich & Gosain (2007) also found in their study that consumers who obtain price information pay lower prices (for the same product), whereas consumers who obtain product information pay higher prices Schlager a& Maas(2013) in their study suggests that case-by-case analysis of Emerging Markets is necessary and that solely considering Emerging Markets derives incorrect conclusions about international segmentation. Institutionally induced heterogeneity refers to distinct consumer patterns evoked by contextual differences, to elaborate on the requirements of an international segmentation that includes Emerging Markets, such as micro level analyses and the inclusion of institutional effects.

Barroso & Giarratana(2013) found that across-niche (product breadth or intra-industry diversification) and within-niche (product depth or versioning) product proliferation exerts a positive relationship on firm performance, as well as how key relationships change according to the complexity of the product space in the industry.

The prevailing approach to transport market segmentation which identifies two distinct groups, 'captive' and 'choice' users, has widely been used by professionals and scholars despite the ambiguity associated with these terms. Furthermore, conflicting interpretations from the point of view of decision makers and individuals may result in negative policy implications where the needs of captive users are neglected in favour of attracting new users. By making use of level of trip satisfaction and practicality, Jacques, Manaugh & El-Geneidy(2013) have identified four market segments: captivity, utilitarianism, dedication and convenience.

Marketers have increasingly employed positioning strategies to appeal to either global or local consumer cultures. However, little is known about the characteristics of consumers most likely to respond to such positioning. Westjohn, Singh & Magnusson (2012) find that the collective identities of global and national identification are strongly related to responsiveness to global and local consumer culture positioning. The results also show that personality predisposes people to adopt collective identities. The personality traits of openness to experience and agreeableness are significantly related to global and national identity, respectively. Peloza, White & Jingzhi (2013) suggest that marketers positioning products through ethical attributes should subtly activate consumer self-accountability rather than using more explicit guilt appeals.

Marketers need to stop looking at product and customer characteristics as indicators of customer behavior and instead focus on the real reason why customers make a purchase. Customers' purchase decisions do not necessarily conform to those of the "average" customer, nor do they confine the search for solutions within a product category. Rather, they buy or hire products to satisfy their needs. (Christensen, Anthony & Berstell ,2007). On the other hand,

Ainscough,DeCarlo & Trocchia (2012) found that companies that are perceived to be more socially and environmentally conscious received better ratings for their produce in terms of quality and freshness.

People differ in their threshold for satisfactory causal understanding and therefore in the type of explanation that will engender understanding and maximize the appeal of a novel product. Explanation fiends are dissatisfied with surface understanding and desire detailed mechanistic explanations of how products work. In contrast, explanation foes derive less understanding from detailed than coarse explanations and downgrade products that are explained in detail. Consumers' attitude toward explanation is predicted by their tendency to deliberate, as measured by the cognitive reflection test. Cognitive reflection also predicts susceptibility to the illusion of explanatory depth, the unjustified belief that one understands how things work. When explanation foes attempt to explain, it exposes the illusion, which leads to a decrease in willingness to pay. In contrast, explanation fiends are willing to pay more after generating explanations(Fernbach, Sloman, Louis & Shube,2013).

Riggans (2013) opined that price discounting is not an investment in the market, but a cost of doing business. Accordingly, suppliers need to ensure trade promotions are constantly optimised. If **product** baseline shares (sales in absence of promotions) are less than their market share they are vulnerable to pricing pressure. Therefore baseline-driving activities such as new **product** development and **product** repositioning are needed to stimulate brand health.

Bo Kyung & Jensen(2011) theorize that when audiences have different product preferences, organizations may increase their perceived appeal to some or all audiences by making certain fea-tures more or less salient through different orderings without making substan-tive changes to their products or product portfolios.

There is a significant effect of innovation resource–capability complementarities on innovation-based performance. Further the firms that possess superior learning capability are willing to question their operational processes and routines and make adjustments following the feedback obtained from customers and channels; thereby enhancing their abilities to develop more and more new products and increase their speed in delivering products to the customers.(Sok & O'Cass, 2011)

Sirianni, Bitner,Brown & Mandel(2013) in their studies concluded that employee--brand alignment increases overall brand evaluations and customer-based brand equity, with more pronounced results for unfamiliar brands. The conceptual fluency underlies the effect of employee-brand alignment on overall brand evaluations for unfamiliar brands. Another study reveals that employee authenticity enhances the

effectiveness of employee-brand alignment. They all show how firms can leverage employee behavior as a brand-building advantage, particularly for new or unfamiliar brands as they establish their positioning with customers.

Lauga & Ofek(2011) show that although firms seek to manage competition through product positioning, their differentiation strategies critically depend on how costly it is to provide higher quality. When the cost of providing quality is not too high, firms use only one attribute to differentiate their products: they maximally differentiate on one dimension and minimally differentiate on the other (a Max-Min equilibrium). Furthermore, they always differentiate along the dimension with the greater attribute range. As for the dimension with the smaller range and along which they agglomerate, firms either choose the highest quality level or the lowest quality level possible, depending on whether the marginal costs of quality provision are low or intermediate, respectively. However, for larger quality provision costs, firms exploit both dimensions to differentiate their products. In particular, they characterize a maximal differentiation equilibrium in which one firm chooses the highest quality level on both attributes while its rival offers the lowest quality level on both attributes (a Max-Max equilibrium)

The Nano

"In India, a middle class family would travel by scooter in the classic, death-defying Indian fashion. The father would drive with his son on the floorboard in front of him and the mother seated pillion, cradling her infant daughter in her arms. In India at that time, a car for a young family was far out of reach and is still the same." - Ratan Tata

In January 2008, Tata Motors unveiled its People's Car, the Tata Nano, which India and the world have been looking forward to. The Tata Nano has been subsequently launched, as planned, in India in March 2009. A development, which signifies a first for the global automobile industry, the Nano brings the comfort and safety of a car within the reach of thousands of families.

Designed with a family in mind, it has a roomy passenger compartment with generous leg space and head room. It can comfortably seat four persons. Its mono-volume design will set a new benchmark among small cars. Its safety performance exceeds regulatory requirements in India. Its tailpipe emission performance too exceeds regulatory requirements. In terms of overall pollutants, it has a lower pollution level than two-wheelers being manufactured in India today. The lean design strategy has helped minimize weight, which helps maximize performance per unit of energy consumed and delivers high fuel efficiency. The high fuel efficiency also ensures that the car has low carbon dioxide emissions, thereby providing the twin benefits of an affordable transportation solution with a low carbon footprint.

OBJECTIVES

Nano has been originally positioned as an economy alone car to the lower middle class segment. This segment was not having car and was a segment which used two-wheeler. But it has been found that the car is bought by upper middle class segment as well. Hence the objectives of this research is

- 1] To profile the two segments which own the brand (Nano)
- 2] To identify dimensions in benefits sought by customers of the brand (Nano).

METHODOLOGY

The data required for the study have been collected from both primary and secondary sources. The sources of secondary data are the websites, books, periodicals and some articles in the newspapers related to the topic under study. The primary data were collected from the customers of Tata Nano car.

- A]** SAMPLING METHOD USED: The respondents for the study have been identified by systematic random sampling from the sample frame of list of Nano customers provided by the two dealers of Nano in Goa. A sample of 150 respondents has been thus identified for conducting the survey.
- B]** DATA COLLECTION: Data required for the study have been collected with the help of structured questionnaire designed for the customers of Nano. Data have been collected through personal interview method and telephonic interview method.
- C]** DATA ANALYSIS: Frequency and percentages have been used for demographic profiling of the two segments. Means of variables have been calculated and t test has been employed to test the difference in means for importance rating of various features of Nano between the two segments.

Results

TABLE- 1

PLACE OF RESIDENCE

Location	Frequency	Percent
Rural	82	54.7
Urban	68	45.3
Total	150	100.0

Source: Primary data

Table-1 shows that among the respondents, rural people are more as compared to urban respondents. In rural areas, the percent is 54.7 while in urban areas, it is 45.3. Overall, rural respondents own more Nano cars as compared to urban respondents.

TABLE 2 EDUCATIONAL QUALIFICATIONS OF RESPONDENTS

Education	Frequency	Percent
Professional	15	10
Post graduate	48	32
SSC-Graduation	79	52.7
Below SSC	8	5.3
Total	150	100

Table 2 indicate that 52.7% respondents fall in the category of SSC-Degree, while 32% are Post Graduates and 15% are professionals and a small portion that is 8% is Below SSC. It may be observed that majority of the customers are in the lower level of education while it may also be noted that a significant percent is also from the educationally elite class.

TABLE – 3 TYPE OF EMPLOYMENT OF RESPONDENTS

Type of employment	Frequency	Percent	Cumulative percent
Farmer	1	0.7	0.7
Agricultural work	1	0.7	1.3
Business	37	24.7	26.0
Government	26	17.3	43.3
Other service	59	39.3	82.7
Private firm/ Companies	6	4.0	86.7
Professional	9	6.0	92.7
Unemployed	5	3.3	96.0
Others	6	4.0	100.0
Total	150	100.0	

Source: Primary data

The major source of income for the respondents is from service that is 39.3%. People doing business rank second that is 24.7% and third rank is for Government job that is 17.3%, which shows clearly that a number of people who bought Nano car falls under service, business and Government category respectively. Private companies and others are 6%, whereas remaining i.e., professional and unemployed falls in the category of 6% and 3.3% respectively. Minority are the agricultural workers and farmers who go hand in hand that is 0.7%, (See Table-4G).

TABLE 4 INCOME DISTRIBUTION OF NANO CUSTOMERS

	Frequency	Percent
100000 and Below	31	20.7
100001 to 300000	72	48
300001 to 500000	36	24
500001 to 1000000	11	7.3
Total	150	100

The people falling under the annual income category of Rs.1,00,000-Rs.3,00,000 is more, that is 48%, whereas people falling under the annual income slab of Rs.3,00,000-Rs.5,00,000 is 24%, while the share between 0-Rs.1,00,000 is 20.7% and lastly minority of 7.3% has their annual income ranging from Rs.5,00,000-Rs.10,00,000. We can conclude that the majority of the people who have bought the Nano car fall under the category of low and middle income group. (See Fig.no.-4h)

It could be seen that besides Nano, the respondents use other cars also. Majority of among them have one car. 32% of the total own two cars, whereas 6% are having three cars and a small portion that is 0.7% are having 5 cars. Thus nearly 40% of the Nano owners have two to five cars including Nano.

TABLE 5 GROUP STATISTICS WHEN NANO IS FIRST CAR OR OTHERWISE

Is Nano First Car	N	Mean	Std. Deviation	Std. Error Mean
Appearance	yes	73	4.3151	.83128
	no	77	4.0260	.79429
Comfort	yes	73	4.3973	.61779
	no	77	4.1429	.68276
Safety	yes	73	3.0822	1.03754
	no	77	3.2338	1.05001
Fuel Efficient	yes	73	4.0959	.78465
	no	77	3.7922	.84818
Easy to Drive	yes	73	4.3288	.64668
	no	77	4.1429	.77314
Low Price	yes	73	4.0548	.86427
	no	77	3.5584	.96646
Manoeuvrability and Parking	yes	73	4.3699	.63480
	no	77	4.1688	.80136
Low Maintenance	yes	73	3.7534	1.13994
	no	77	3.1818	1.00952

Customers have been divided into two segments, the first being the lower income group for which Nano is the first car and the second segment being the higher income group for which Nano is not the first car. The mean scores of all the eight features for the two different segments along with associated statistics are given in table 5.

TABLE 6: T TEST FOR DIFFERENCE IN IMPORTANCE OF FEATURES BETWEEN SEGMENTS

Feature	T value	Significance
Appearance	2.178**	0.031
Comfort	2.389**	0.018
Safety	-0.889	0.376
Fuel Efficiency	2.273**	0.024
Ease of Driving	1.593	0.113
Low Price	3.309**	0.001

Maneuverability and Parking	1.697	0.092
Low Maintenance	3.255**	0.001

The values of t statistic for difference in means of importance of features of Nano between the two segments along with the corresponding significance probability have been included in table 6. There is significant difference at 5% level for importance rating given for appearance, comfort, fuel efficiency, price and maintenance between the two segments while there is no significant difference for importance rating given to safety, ease of driving and maneuverability and parking.

DISCUSSION

Although Nano is positioned to the lower income segment which looks for a car positioned as economy alone, demographic features of the sample reveal that the car is owned by all classes of customers in significant proportions. While the place of residence of customers indicated that the proportion of rural and urban customers is more or less equal, their educational qualifications show an equitable distribution of customers to all classes having regard to their proportion in the society. Analysis of employment also reveals similar trends with respect to variety and income distribution of respondents indicate presence of customers from the entire social strata.

Usually a product which is positioned as an economy alone product will not be purchased and used by the status seeking segment. However further examination of the data reveals that half of the sample has bought the car in addition to their existing car/s. That means to this segment Nano is a second or third buy. It naturally follows that the benefit that this segment seeking must be different from what the principal segment is seeking and also to some extent it could be different from the benefit sought from the first buy.

The above proposition is confirmed by further analysis in which group means of benefits for different segments were compared. It is interesting to note that appearance, comfort, fuel efficiency, price and maintenance of the product is valued significantly high by those for whom Nano is the first car compared with those for whom it is not the first car. It is also interesting to note that three of these benefits which are comparatively highly valued are economy related. It may be worth noting that differences in the case of price and maintenance are significant at 1% level.

There are no significant differences in average scores accorded to benefits of safety, ease of driving and maneuverability and parking by the two segments. It means that these benefits are equally valued by both the segments and the segment for which it is the second or third buy is precisely buying the car for these benefits.

CONCLUSION

Second buys normally have some features the first buy does not have. However being a second buy the brand does not vitiate the benefit provided by the first buy. In some cases, the second buy enhances the benefit of the first buy like in the case of a second car the mere fact of having two cars enhances the

status which is the principal benefit of the first car. Brands which are positioned as second buy will normally have benefits which are complementary to the first buy. Second buys to a particular, usually higher level, segment could be first buy to a different, usually lower, segment. Benefits which are complementary to the first buy of the given segment could be important to the principal segment as well. There could be additional benefits which are basic to the principal segments like economy of Nano to the lower income segment.

A firm may be sometimes able to position a brand to different segments on different benefits. This helps the firm to reap the benefit of enhanced sales which will have the impact of enhancing profits. If the brand is primarily an economy brand this will help to enhance its primary position by enhancing the volume and thus allowing reduction in the margin. Reduction in margin will help to further lower the price which will help strengthen the economy position

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