

with a default product in the creative process. Extant literature suggests that providing a default product could either enhance or restrict creative output. In this article, we argue that which of these effects is more likely to occur depends on the level of advancement of the default product and the design goal (functional vs. aesthetic). The results of two experiments support our hypotheses by showing that a more advanced default product reinforces consumer creativity in functional designs but inhibits it in aesthetic designs.

Keywords: Consumer Creativity, Product Design, Default Product

The Role of Improvisation in New Product Creativity

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Improvisation features prominently in the researchers' and practitioners' discussions for promoting creativity in the firms; yet, current research has not explored this potential. Taking advantage of research on the contingencies in the value of improvisation, this paper explores how organizational memory shapes the effect of improvisation on creativity in product innovation. Specifically, we argue that two types of memory--procedural and declarative memory--produce contrasting moderating effects on improvisation - new product creativity relationship. The results of a survey of new products from the Dutch food industry show that procedural memory hurts while declarative memory fosters the impact of improvisation on new product creativity.

Keywords: Improvisation, Memory, Creativity

The Epidemic of Innovation Cloning: Retailers' Decision to Introduce Private Label Innovation Copycats

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In the CPG industry, managers, academics and consultants all agree that one of the best approaches for national-brands (NBs) to combat private labels (PLs) is to offer innovations. Increasingly, however, retailers try to capitalize on these innovations by quickly introducing their own PL innovation copycats. This poses a threat to the profitability and even the survival of the original NB innovation. We aim to provide manufacturers insights into which NB innovations are likely candidates for imitation by retailers, and what drives retailers to engage in this activity. Not surprisingly, more successful NB innovations from successful mother brands are more likely

to be copied. But preliminary findings also show, for instance, that retailers are more likely to imitate innovations in a category that is less proliferated, has a higher PL share, and already contains a premium PL.

Keywords: Private Labels, National-Brand Innovations, Copycat

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How Marketing Capabilities are Influenced and Reflected: A Meta-Analytical Review

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Although, in the international marketing literature, most research is generally framed around the international marketing strategy decisions (e.g. standardization/adaptation) we focus on the impact of marketing capabilities on the firm's performance. This focus on marketing capabilities is justified since it has been identified as one of the primary ways firms can achieve a competitive advantage and superior performance. Thus, the purpose of this study is to build upon existing research and to examine the role of marketing capabilities on the firm's performance in international markets. To accomplish this objective, we conduct a meta-analysis to quantitatively synthesize and analyse the empirical findings on antecedents and consequences of marketing capabilities. Conclusions are drawn and implications from the research are outlined.

Keywords: Marketing Capabilities, Firm Size, Meta-Analysis