

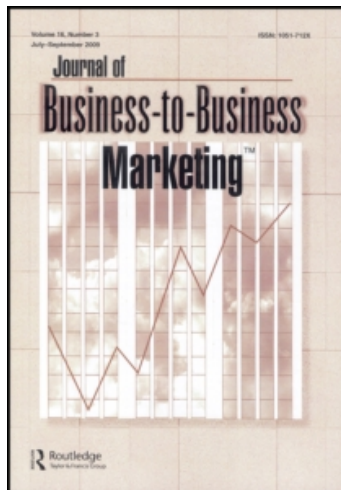
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### Business Marketing in China: Review and Prospects

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## **Business Marketing in China: Review and Prospects**

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*Purpose: Given the growth in research on business marketing in China, there is an imperative need to provide a comprehensive understanding of business marketing issues in China. Thus the authors attempt to conduct a comprehensive review to obtain that understanding and to address the following questions: How much progress has been made in understanding business marketing issues in China, and how much progress has been made regarding theory development in this domain?*

*Methodology/Approach: The review covers a total of 153 research articles from 23 key marketing and management academic journals from 1990 through 2009. The authors also propose a theoretical framework consisting of three theories to review the fragmented literature: a theory of Chinese business marketing; a theory of Chinese comparative business marketing; and a Chinese theory of business marketing.*

*Findings: The review enhances our understanding of the theoretical development in the domain of business marketing in China. The review on studies using China as a research sample suggests that most research attempts to exemplify extant business marketing theories in the Chinese context. The review on studies using China as a comparison object shows that marketing is a relatively new phenomenon in China, and thus many business marketing activities in China are different due to the cultural, institutional, and economic situations. The review on studies using China as a unique object documents distinctive business marketing phenomena in China such as guanxi (personal connections)*

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and xinyong (personal trust) and provides theoretical understanding of these phenomena.

*Originality/Value:* The authors develop a new theoretical framework to review the literature: a theory of Chinese business marketing, a theory of Chinese comparative business marketing, and a Chinese theory of business marketing. The framework contributes to the literature by understanding different usages of a context in business marketing research and by suggesting possible theoretical development in this domain. The review identifies potential topics and theoretical development for future research in each of the three areas. The review also provides important managerial implications for practitioners by offering a comprehensive understanding of how business marketing practices are operated in China.

**KEYWORDS** *business-to-business marketing, China*

More than most other fields of scientific inquiry, marketing is *context-dependent*; ... one or more of the numerous contextual elements surrounding it (such as the economy, societal norms, demographics ...) ... can have a significant impact on the nature and scope of the discipline.”

—Sheth and Sisodia (1999: 72)

*Business-to-business marketing* or *business marketing* is the practice of “individuals, or organizations, facilitating the sale of their products or services to other organizations that in turn resell them, use them as components in products or services they offer, or use them to support their operations” (Wikipedia).<sup>1</sup> And it thus is a “broad concept which encompasses the marketing of business services, industrial products, and reseller phenomena with domestic and/or *global* perspectives” (*JBBM* Website).<sup>2</sup> The global perspective of business marketing and the context-dependent nature of marketing determine the importance of investigating business marketing issues in diverse economies and cultures.

With a high growth rate and still significant untapped potential, emerging markets are the growth engines of the world economy. There are approximately 28 emerging markets in the world, with the economy of China considered to be by far the largest. With the dramatic rise of the Chinese economy and its increased integration with the global economy,

<sup>1</sup> [http://en.wikipedia.org/wiki/Business\\_marketing](http://en.wikipedia.org/wiki/Business_marketing). Accessed on August 2010.

<sup>2</sup> <http://zicklin.barnch.cuny.edu/zk/jbbm/home>. Accessed on August 2010.

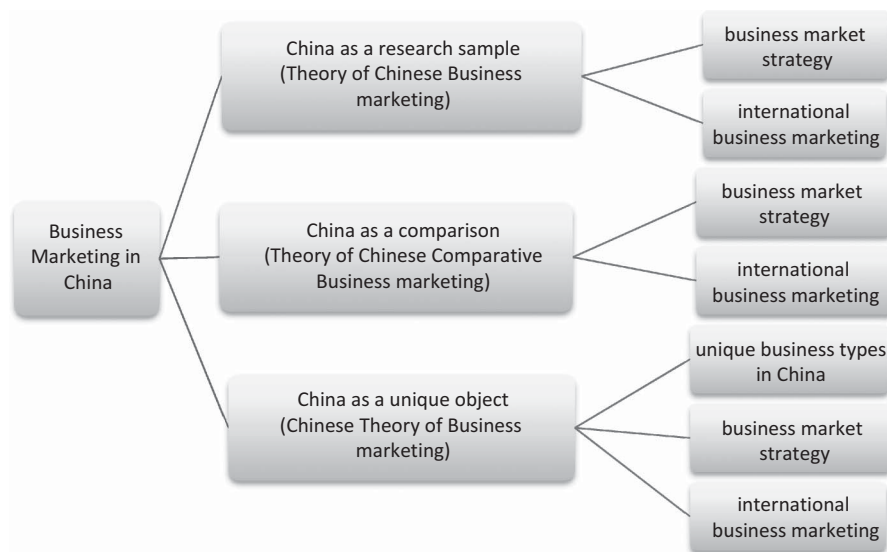
China consequently attracts a significant amount of research attention. As such, the number of papers focusing on the Chinese context in mainstream academic journals has increased considerably, and some review papers in the management area dealing with these studies (e.g., Li and Tsui 2002; Peng et al. 2001; Quer, Claver, and Rienda 2007).

While researchers have described management activities in China, there is a lack of a comprehensive review of business marketing research in the context of China. The bulk of research on the discipline of business marketing has come about in the last 25 years.<sup>3</sup> Also the number of research on business marketing in China increases quickly in the last two decades. Several academic journals have released special issues on business marketing issues in emerging markets in recent years. For example, *Industrial Marketing Management* issued a special issue titled “New Product Development in Asia” in 2006. The *Journal of Business and Industrial Marketing* (JBIM) has also issued a special issue of “Business-to-Business Marketing in Asia” in 1999, a special issue of “Culture and Marketing in Emerging Markets” in 2008, and a special issue of “B2B Marketing Practices in China” in 2007. These special issues only touch few topics in business marketing in emerging markets and thus they do not cover the domain broadly. For example, the 2007 special issue of *JBIM* consists of articles about several business marketing practice issues in China. Also it does not include papers providing theoretical thinking on these issues. It is imperative that academics develop theories that fuel fundamental thinking about these practices in the Chinese business-to-business (B2B) market. Meanwhile, these special issues do not provide a comprehensive theoretical understanding of the domain. Therefore, we feel the need to provide such a review of how business marketing issues in China have been studied.

There have been a number of reviews that have addressed various areas within business marketing (Lichtenthal, Wilson, and Long 1997; Reid and Plank 2000). However, given the importance of a global perspective in business marketing, there is no such a review focusing on emerging market context. We attempt to conduct a review to get a comprehensive understanding of business marketing issues in China and to address the following questions: How much progress has been made in understanding business marketing issues in China and how much progress has been made regarding theory development in this domain?

Therefore, our aim is to carry out a review of the papers on business marketing in China in mainstream academic journals. We also propose a theoretical framework to review the fragmented literature. We find these studies examining business marketing issues in China from three different aspects as illustrated in Figure 1. One group of studies is interested to investigate the applicability of established business marketing theories with data from

<sup>3</sup> [http://en.wikipedia.org/wiki/Business\\_marketing](http://en.wikipedia.org/wiki/Business_marketing). Accessed on November 2009.

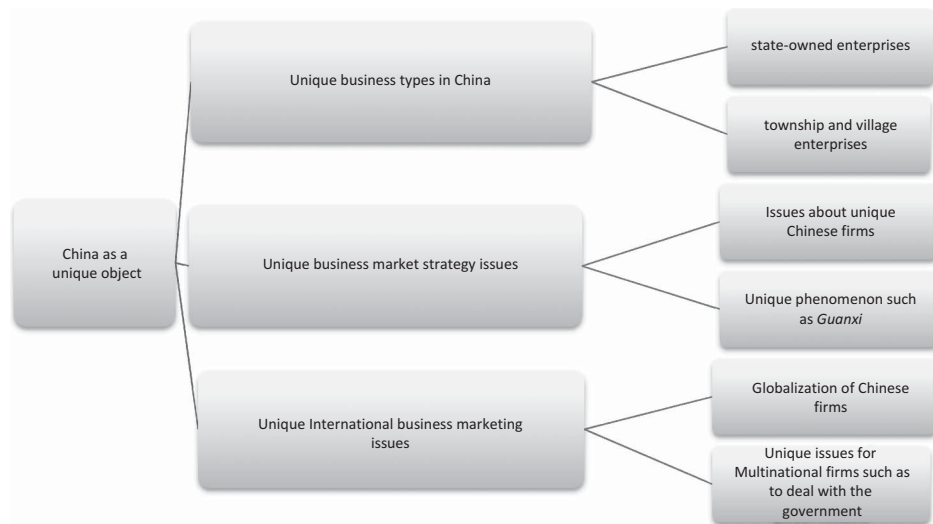


**FIGURE 1** Literature review framework for B2B research on China.

China; a second group of studies attempts to compare the applicability of theories in different cultures such as China and other cultures; and a third group of studies focuses on the unique characteristics of business marketing in China. In each group of studies, we find scholars generally cover two general research topics: business marketing strategy and international business marketing except that the last group of studies also investigates unique business types of firms in China.

We believe this framework contributes to the literature by understanding different usages of a context in business marketing research. This categorization is also critical to suggest possible theoretical development in this domain. Therefore, based on the theorization from Barney and Zhang (2009), we propose three theories are needed to study business marketing in China: (a) a theory of Chinese business marketing, which focuses on applying and refining theories developed elsewhere in a Chinese context; (b) a theory of Chinese comparative business marketing, which compares the application of business marketing theories in different contexts and searches for cultural and institutional explanations; and (c) a Chinese theory of business marketing, which focuses on providing explanations for the existence of unique business marketing phenomena and practices in China.

This article presents a comprehensive review of the academic literature on business marketing in China from 1990 through 2009. We believe this review paper can help to identify challenges and new directions for the future research on business marketing in China. This review can also provide implications for practitioners to understand the mechanisms and



**FIGURE 2** Research using China as a unique research object.

theories regarding how business marketing practices and strategies operated in China.

We organize the remainder of this article as follows: First, we present the basic information about the studies reviewed. Second, we present a detailed review on these studies from the three aspects mentioned above. Third, we conclude with managerial implications and suggestions for further research.

## ANALYSIS OF THE DATABASE

Our first step is to identify the academic journals to be included in the review. Similar to other academic reviews about research in the Chinese context (e.g., Shenkar 1994; Tsui et al. 2004), we focus on academic journals that provide theoretical thinking on business marketing issues in China. Given the topics covering the Chinese context and business marketing, we mainly choose three types of academic journals: (a) generic academic journals about marketing and management (e.g., *Journal of Marketing*, *Strategic Management Journal*); (b) specific academic journals dedicated to business marketing (e.g., *Journal of Business to Business Marketing*, *Industrial Marketing Management*); and (c) specific academic journals focused on the international or Chinese context (e.g., *Journal of International Business Studies*, *Asia Pacific Journal of Management*). Since we focus on internationally acknowledged journals, we also exclude journals published in Chinese or other languages.

**TABLE 1** List of Reference Sources and Number of Entries and Year of First Publication

Publication	<i>n</i>	% of total (153)	Year
<i>Journal of Marketing</i>	4	2.6	2000
<i>Marketing Science</i>	1	0.7	1996
<i>Journal of the Academy of Marketing Science</i>	5	3.3	2001
<i>Journal of Advertising Research</i>	1	0.7	1993
<i>Journal of Advertising</i>	2	1.3	2001
<i>Journal of Public Policy &amp; Marketing</i>	2	1.3	2005
<i>European Journal of Marketing</i>	9	5.9	1992
<i>Industrial Marketing Management</i>	32	20.9	1995
<i>International Journal of Purchasing and Materials Management</i>	1	0.7	1998
<i>The Journal of Product Innovation Management</i>	3	2.0	1994
<i>The Journal of Personal Selling &amp; Sales Management</i>	1	0.7	1998
<i>The Journal of Business &amp; Industrial Marketing</i>	18	11.8	1995
<i>Journal of Supply Chain Management</i>	2	1.3	2006
<i>International Journal of Research in Marketing</i>	3	2.0	1998
<i>Administrative Science Quarterly</i>	1	0.7	2001
<i>Academy of Management Journal</i>	6	3.9	1994
<i>Management Science</i>	1	0.7	2006
<i>Strategic Management Journal</i>	10	6.5	1992
<i>Journal of International Business Studies</i>	26	17.0	1991
<i>Management and Organization Review</i>	3	2.0	2005
<i>Journal of International Management</i>	1	0.7	2002
<i>Journal of Business Research</i>	10	6.5	1997
<i>Asia Pacific Journal of Management</i>	11	7.2	1998

*Note.* Year indicates the first year the publication is used for our database. 1990 was the first possible year, and the latest is 2009.

We also notice that there are many practitioners' articles studying business marketing in China in professional journals such as *McKinsey Quarterly* and *Harvard Business Review*. These practitioners' articles are insightful to identify interesting business marketing phenomena in China. However, compared to academic articles, practitioners' articles lack careful theorization and rigorous investigation. Given the purpose of this review to find theoretical development in business marketing research in China, we do not include practitioners' articles in this review.

After identifying the academic journals of interest, we started to search qualified articles in these journals. An article was chosen if it deals primarily with an issue about business marketing in China or employs a sample of Chinese firms in business markets. We have selected a total of 153 articles from 23 key marketing and management journals from 1990 through 2009. Table 1 provides a complete list of the sources used for this review and indicates the first year that a particular reference appeared in the database. We observe that the journals in the marketing area begin to have more interest in the Chinese context in recent years.

Table 2 shows the number of articles in each year. There is a significant increase in the number of articles published after 2000. As shown in Table 2, the peak years are 2006, with 25 articles, and 2007 and 2008 with 18 and 15, respectively.



**TABLE 2** Number of Publications by Year Published

Year	<i>n</i>	% of Total (153)
1991	2	1.3
1992	2	1.3
1993	1	0.7
1994	4	2.6
1995	2	1.3
1996	4	2.6
1997	3	2.0
1998	6	3.9
1999	7	4.6
2000	5	3.3
2001	10	6.5
2002	15	9.8
2003	10	6.5
2004	8	5.2
2005	14	9.2
2006	25	16.3
2007	18	11.8
2008	15	9.8
2009	2	1.3

**TABLE 3** Research Designs Used

Research design	<i>n</i>	% of total (153)
Conceptual	7	4.6
Experiment	1	0.7
In-depth interviews	7	4.6
Case study	15	9.8
Multiple design	14	9.2
Secondary data	25	16.3
Survey	84	54.9

Table 3 provides a summary of the research designs used by the 153 articles, in which 146 papers have empirical findings and 7 papers are conceptual studies. We also find 84 papers collect primary data via surveys and 25 papers rely on secondary data. In addition, there is one paper with experiment, 7 with interviews, and 15 with case studies in the review. A total of 14 articles adopt multiple research designs.

Table 4 lists the number of articles by topic areas. We follow the classification method by Reid and Plank (2000), which offers a comprehensive review of diverse topics in business marketing. Each article in our dataset is examined by both authors as well as graduate assistants who classified the papers into a topical category. Ninety-two articles focus on a single topic, and 61 articles have a focus on two topics.

With a comparison of our results with Reid and Plank's results, we can identify the topics of particular interest in the Chinese context. As



**TABLE 4** Number of Article by Topics

Topics	Our dataset		Reid and Plank's dataset	
	<i>n</i>	% of total (219)	<i>n</i>	% of Total (3,471)
Advertising	5	2.3	58	1.7
Business communications	3	1.4		
Unique phenomena in business relations	24	11.0		
Buyer-seller relationships	12	5.5	268	7.7
Channel management	14	6.4	135	3.9
Computers in business marketing	1	0.5	29	<1
Business ethics	6	2.7	18	<1
General sales management	3	1.4	296	8.5
Government-business partnership	1	0.5		
Institutional environment	3	1.4		
Interfirm knowledge transfer	4	1.8		
International marketing	16	7.3	125	3.6
Inter-province export	1	0.5		
Logistics and physical distribution	1	0.5	22	<1
Market entry	16	7.3		
Market segmentation	2	0.9	64	1.9
Marketing and other functions	4	1.8	67	1.9
Marketing strategy	45	20.5	332	9.6
Business negotiation	6	2.7		
New product and development	16	7.3	255	7.3
Organizational buying behavior	3	1.4	448	12.9
Organizational culture	1	0.5		
Personal selling	3	1.4	242	7
Product management	3	1.4	89	2.6
Purchasing management	3	1.4	253	7.3
R&D strategy	1	0.5		
Sales motivation and compensation	2	0.9	100	2.9
Sales selecting and training	1	0.5	35	1
Sourcing strategy	4	1.8		
Strategic orientation	8	3.7		
Supply chain management	3	1.4		
Business services marketing	1	0.5	82	2.4
Pricing	1	0.5	73	2.1
Promotion	2	0.9	65	1.9
Decision and management science			58	1.7
Forecasting			38	1.1
Marketing research			110	3.2
Marketing to governments			11	<1
Public relations			9	<1
Sales promotion			50	1.4
Other			141	4

*Note.* Grand total of our dataset (219) as 92 articles cover one topic and 61 articles cover two topics.

Table 4 shows, the most studied topic area is marketing strategy, with 45 articles followed by unique phenomena in business relations (24), new product management, international marketing, and market entry (16 for each). Because Reid and Plank's results are based on a broader domain of business

marketing topics, the comparison in Table 4 shows the topics missing in the comprehensive list by Reid and Plank and yet studied by papers focusing on the Chinese context. We summarize the new topics into three groups: (a) general environment topics such as institutional environment; (b) unique phenomena in business relations such as *guanxi* (personal connections); and (c) international marketing topics such as sourcing strategy. The comparison also helps indicate some research topics not found in the extant research on business marketing in China. In general, a major ignored area is marketing sciences related topics including market research, forecasting, decision support and management science, and market segmentation.

In the following sections, we review the papers from the three perspectives proposed by our framework.

## CHINA AS A SAMPLE IN BUSINESS MARKETING RESEARCH

China is becoming increasingly integrated into the world economy. With its entry into the World Trade Organization (WTO), modern business philosophies and strategies are playing a similar role for business success in China (K. Z. Zhou, Yim, and Tse 2005). In addition, it has become more convenient and easier to access data sources in China (Shenkar and von Glinow 1994).

In this section, we will begin the review with papers that use China as a research sample to test the applicability of business marketing theories. We want to find out in this review whether scholars identify Chinese phenomena that seem to exemplify some established theories or Chinese phenomena that apparently contradict theories taken from a Western context. Research investigating both types of Chinese phenomena can help to develop a theory of Chinese business marketing (Barney and Zhang 2009).

We divide the section into two research topic categories. The first research category is labeled *business market strategy*. The second area of international business marketing examines the issues concerning multinational firms in an international business market (i.e., China).

### Business Market Strategy

Research in this domain addresses diverse research topics and generally focuses on three subareas: general business strategy, marketing mix strategy, and relationship marketing.

#### GENERAL BUSINESS STRATEGY

We find studies in this subarea concentrate on the market orientation theory in the Chinese context and attempt to investigate the antecedents and consequences of market orientation in transitional economies such as China. For

example, Qu and Ennew (2005) conducted 16 interviews with top managers in China to examine the antecedents of market orientation. Their results show that government regulation and the firm's ownership structure act as important driving forces in shaping market orientation for firms in China.

The market orientation literature suggests a strong positive relationship between market orientation and firm performance. G. Y. Gao, Zhou, and Yim (2007) investigated the consequences of three components of market orientation (i.e., customer orientation, competitor orientation, and technology orientation). Based on a cross-sectional dataset consisting of 408 firms in China, their study indicates that customer orientation has a non-monotonic effect on firm performance due to a high level of demand uncertainty in an emerging market, competitor orientation is always positively related to performance regardless of levels of competitive intensity, and technology orientation is more desired in times of high technological turbulence.

#### MARKETING MIX STRATEGY

When investigating marketing mix strategy (i.e., the 4Ps) in the Chinese context, studies focus on new product development and general sales management.

With regard to new product strategy, most studies in our database are interested in key determinants of product innovation. And we find that these studies mostly use Chinese data samples to investigate the determinants founded in previous studies. For example, C. Zhou and Li (2008) examined these research questions based on a longitudinal study of 3,555 international joint ventures (IJVs) in China from 1999 to 2003. Their results show that product innovation of these joint ventures is influenced not only by internal factors (e.g., balanced ownership structure, state partnership, and investment scale), but also by external factors (e.g., industry innovation pace, legitimization process of foreign direct investment, and agglomeration of innovative activities). Other studies have found the following important antecedents: strategic orientations (Y. Li, Liu, and Zhao 2006), organizational support (Jeong, Pae, and Zhou 2006), strategic decision comprehensiveness (Atuahene-Gima and Li 2004), and technological capability and social capital (Hsieh and Tsai 2007; Y. Zhang et al. 2007).

More and more practitioners and academicians have realized the importance of purchasing and sales management, another critical issue in business marketing. We find out that the papers in this domain are not satisfied with simply repeating previous studies in Western countries' contexts. These papers are looking for extensions of current sales literature with the data from China. For example, Atuahene-Gima and Li (2006) provided some interesting insights about the sales control strategies to encourage salespeople to sell new products in China. By disaggregating sales control mechanisms into process control and output control, the authors

find that these two control mechanisms play differential roles in building salespeoples' trust toward new products for sale and toward their managers. Cai, Jun, and Yang (2006) investigated the impact of interorganizational Internet communication on sales performance. With data from 284 Chinese manufacturing firms, they found that the frequency and diversity of Internet communication enhance sales performance.

#### RELATIONSHIP MARKETING

*Relationship marketing* is defined as "all marketing activities directed towards establishing, developing, and maintaining successful relational exchanges" (Morgan and Hunt 1994: 22). China has long been recognized as a relation-oriented society, in which managing relationships and networks is crucial to marketing success (L. Li and Ng 2002; Skaates, Tikkanen, and Lindblom 2002). Thus, we find a lot of studies in our database addressing this topic.

One of the most heavily studied subtopics is relationship marketing orientation, a philosophy of putting the buyer-seller relationship at the center of the firm's strategic thinking (A. C. B. Tse et al. 2004). It is suggested that relationship marketing orientation is a defensive strategy for firms, while market orientation acts as an offensive strategy (Tse et al. 2004). Relational marketing orientation, as a long-term strategic orientation, is also different from transactional marketing orientation, which focuses on short-term (discrete) transactions and emphasizes rational strategies and decisions rather than relationships. Based on a case study, Styles and Ambler (2003) found that transaction marketing and relational marketing are not mutually exclusive and can coexist and reinforce one another.

The majority of the literature focuses on various dimensions of relationship marketing, such as trust, commitment, cooperation, interdependence, or conflict. We will review the papers on each of the relational constructs.

Trust is a key dimension of relational marketing and is beneficial for business performance (Moorman, Zaltman, and Deshpande 1992; A. Wong and Tjosvold 2006). For example, Y. Liu et al. (2008a) examined the benefits of trust in the Chinese context. Based on a sample of 251 distributors in the household appliances industry in China, their study suggests that the distributor's trust in the supplier can bring benefits such as customer referrals. However, the benefits can be influenced by other factors. The study of Y. Luo, Hsu, and Liu (2008) demonstrates that the institutional environment (i.e., government) plays a moderating role in the relationship between trust and firm performance.

It is suggested in the literature that commitment is one result of trust (Coote, Forrest, and Tam 2003; Mavondo and Rodrigo 2001). As an important dimension of business relationships, commitment increases both the efficiency and effectiveness of marketing relationships (Morgan and Hunt 1994). With paired data from 30 state-owned firms and their customer firms

in China, A. Wong, Tjosvold, and Zhang (2005a) found out that commitment by both parties can enhance mutual understanding between strategic alliance partners. Mavondo and Rodrigo (2001) examined the antecedents of commitment and found that interpersonal commitment is a key antecedent of interorganizational commitment.

Another relational variable, *cooperation*, is defined as “similar or complementary coordinated actions taken by firms in interdependent relationships to achieve mutual outcomes with expected reciprocation over time” (Anderson and Narus 1990: 45). Mehta et al. (2006) demonstrated that learning orientation and relationship closeness are important antecedents of cooperation. With the data from 278 Chinese firms, Cai and Yang (2008) suggested that cooperative norms are determined by three factors: dependence, exchange hazard, and norm facilitators. A. Wong, Tjosvold, and Zhang (2005b) further suggested that perceived interdependence is the actual driver of cooperativeness. Regarding the consequence of cooperation, A. Wong and Tjosvold (2006) investigated 103 pairs of distributors and suppliers in China and found that cooperation can contribute to learning new and important information and critical capability from the alliance partner.

Disagreements among partners are inevitable. Therefore, conflict is another important relational variable for researchers. For example, N. Zhou, Zhuang, and Yip (2007) tried to identify the determinants of conflict with paired data from Chinese department stores and their suppliers. They concluded that perceptual difference of dependence asymmetry between retailer–supplier is positively related to the perceived channel conflict. To solve the conflict, Lin and Germain (1998) recommended four strategies: problem solving, compromising, forcing, and legalistic strategy with a survey on 94 managers from international joint ventures in China.

Finally, it is observed that most relationship marketing studies are in the context of channel relationships (e.g., Hu and Sheu 2005; L. Li and Ng 2002; Yu, Liao, and Lin 2006). The management of channel relations in emerging markets has a significant impact on a firm’s operational competitiveness. Some scholars have discussed possible influence strategies to manipulate the relationship marketing issues. Lai (2007) suggested that the promise strategy and the request strategy are good influence strategies in the context of Taiwan’s motor industry.

## Limitations and Future Research in Business Market Strategy Research

The topics in business market strategy research using China as a research sample are limited. Regarding the research topic of general business strategy, we find most studies examine the antecedents or consequences of market orientation in the Chinese context. We find that no studies in our database further investigate the complex mechanisms of market orientation such as the contingent conditions on above relationships.

Among the studies on marketing mix strategies, we also find studies' lack of attention on other marketing mix strategies such as pricing and promotion. In addition, most studies on innovation concentrate on the determinants of new product development and seldom address other research topics about new product management and development. We also do not find research on sales management explicitly addressing common issues such as channel power.

We suggest that the limited research topics may be due to the limited availability of data sources in China. We also find that a majority of studies use primary survey data rather than secondary data. Thus, there exists the threat of common method bias.

Future research is merited to collect data through various methods and investigate ignored research topics. Besides the neglected topics mentioned above, we also encourage scholars to study the effects of business market strategies. Linking marketing strategies to financial performance has become a critical research issue for marketing scholars (Srivastava, Shervani, and Fahey 1998). Therefore, the effects of business market strategies on the shareholder values in the Chinese context could be a promising area of future research. In addition, researchers need to provide behavioral or process explanations on the performance implications of business market strategies. Finally, given that there are mixed and conflicting results in the current studies, moderation analysis is necessary to disentangle the mechanism of business market strategies.

## International Business Marketing

China is the second-largest recipient of worldwide foreign direct investment after the United States. With its relatively short history of an open economic policy and the large amount of inward investment made by foreign multinationals, we believe that China provides a good research environment for investigating foreign direct investment (FDI) and other international business marketing issues. Many researchers address issues of international business marketing from two aspects: market entry strategy and implementation of market entry strategies.

### MARKET ENTRY STRATEGIES

We review the papers in this domain regarding when (entry timing), where (location choice), and how (entry modes) to enter foreign markets.

A key decision in market entry is the entry timing, either as a first mover or a late entrant. We find most studies focus on first mover strategy that is associated with early entry benefits. For example, with longitudinal data on 162 foreign firms in China, Y. Luo (1998) found that early

entrants outperform late movers in terms of local market expansion and asset turnover. Factors determining the entry timing include the extent of parent control, the availability of supporting infrastructure (Isobe, Makino, and Montgomery 2000), the level of internationalization, and the level of environment risk (Gaba, Pan, and Ungson 2002). Gaba et al. (2002) also suggested that non-equity entry mode is favored by earlier entrants due to its low resource commitment and low risks.

The second important entry strategy is location choice. Chadee, Qiu, and Rose (2003) suggested that multinational companies are interested in choosing major metropolitan areas in China. Chang and Park (2005) studied 540 Korean firms in China and showed that firms may choose the same location as other firms from the same nation and within the same industry.

The entry mode strategy is an important research topic in international business marketing. Exporting is one major mode to enter a foreign market. L. Li (2003) attempted to identify factors influencing the export mode and suggests factors such as demand uncertainties, market-specific knowledge, and competition intensity.

Foreign direct investment (FDI) is another major entry mode. It can be categorized into equity-based modes (e.g., wholly owned operations and equity joint ventures) and non-equity-based modes (e.g., contractual agreement; Pan and Tse 2000). Equity modes require major resource commitment in foreign countries to establish an independent operation. Non-equity modes do not require the establishment of independent operations in foreign countries. It is suggested that country-specific factors (such as country risks) and industry-specific factors (such as advertising intensity and asset turnover) influence firms' choices between equity and non-equity entry modes (Pan and Tse 2000). With a sample of 55 international joint ventures in China, Si and Bruton (2005) found that knowledge acquisition and transaction costs reduction are major reasons to choose the model of joint venture.

Several studies focus on the impact of entry modes on firm performance. An interesting study by Pan, Li, and Tse (1999) showed that equity modes usually have higher profitability and higher market shares than non-equity modes. The study by Y. Luo (2002) examined a sample of 293 joint ventures in China and found that contract completeness and cooperation can improve joint venture performance.

#### ENTRY STRATEGY IMPLEMENTATION

Implementation of entry strategies is also critical because entering a foreign market is always accompanied by environmental risks or liabilities of foreign nations. One of the approaches to decreasing the environmental risk is ownership share arrangement. For example, based on data from 141 Sino-American joint ventures, Shan (1991) demonstrated that as



investment uncertainties and external dependence increase, foreign firms tend to decrease their shares in a joint venture accordingly.

Another implementation issue is concerned with knowledge transfer management. It has been argued that joint ventures should consider knowledge transfer from their foreign parents to those developing economies (e.g., J. Child and Markoczy 1993). Ling-yee (2004) proposed that cooperation norms, relational importance, and dependency have a significant impact on knowledge transfer. Most studies focus on how the joint venture learns knowledge and skills from the foreign parent firm. In addition, knowledge transfer from joint ventures to parent firms is also interesting to study (Tsang 2002). Using data from 89 Hong Kong and 73 Singapore firms, Tsang's study showed that in a transitional economy such as China, the parent firm can acquire knowledge from joint venturing experience through two channels, namely, overseeing effort and management involvement.

The third implementation issue is the joint venture management. Y. Zhang and Rajagopalan (2002) adopted a game theory approach to investigate how partner firms manage their joint ventures. Conducting comparative case studies on four Sino-Japanese joint ventures in China, they demonstrated that foreign partners will stick to cooperative behaviors in the absence of threat from local partners.

The fourth implementation issue is how to balance entry costs with potential revenues. It is shown that multinational companies inevitably incur extra costs that a local firm would never incur, which is termed *liabilities of foreignness* (LOFs). The LOF is the problem of being an outsider and being blocked access to resources that are crucial. An obvious example is firms that try to go into markets with unusual political systems where relationships and contacts are key. Based on a longitudinal dataset consisting of 3,555 joint ventures in China from 1999 to 2003, C. Zhou and Li (2008) proposed that the LOF can influence innovativeness of foreign subsidiaries. Focusing on two common approaches to attenuating LOF, Y. Luo, Shenkar, and Nyaw (2002) demonstrated that local networking is better for revenue improvement, while contracting is conducive to cost reduction.

Competition is another important factor for multinational firms to consider. It is found that competition effects dominate spillover effects at the regional market level and among firms of similar resource profiles (Chang and Xu 2008). This study sheds light on how local firms in China have begun to rival against powerful multinational firms.

## Limitations and Future Research in International Business Marketing Research

As for the research on international business marketing, studies in our database mostly sample from manufacturing firms. However, as China has

opened its service sectors to foreign investors, we feel the need to study firms in service industries, such as the banking industry. Thus, research is needed to include service firms in international business marketing research to identify their differences from manufacturing firms. In addition, we find no work investigated market entry failures and terminations of businesses overseas. This could be another direction for future research. Also, most studies in this domain refer to survey data. And we encourage scholars to conduct dynamic analysis on international business marketing strategies with longitudinal dataset.

### A Theory of Chinese Business Marketing

For developing a theory of Chinese business marketing, scholars need to identify Chinese phenomena that seem to exemplify some received theories or Chinese phenomena that apparently contradict theories taken from a Western context (Barney and Zhang 2009). Currently in the literature review, we observe that most research attempts to exemplify extant business marketing theories in the Chinese context. Maybe it is due to the rising attention on emerging markets. Also, it may be due to easier access to the data in China. However, “the field of Chinese management research direly needs more theory-building studies and less pure application of Western theories” (Tsui 2006: 5). Thus we call for research that identifies Chinese phenomena that contradict extant theories and provide novel and insightful theoretical explanations. In addition, we suggest refining the investigation by including more objective secondary data and incorporating more advanced statistical analysis tools.

### CHINA AS A COMPARISON IN BUSINESS MARKETING RESEARCH

The emerging global and multicultural workplace highlights the need for us to understand how marketing theories develop and differ in different cultural contexts. In this section, we review papers that compare the applicability of business marketing theories in China and in other countries and cultures.

Many studies in this area realize the importance of different cultures such as individualism in Western cultures and collectivism in Eastern cultures. For example, Blodgett et al. (2001) explored the effects of Hofstede's cultural dimensions in different cultures on firms' ethical sensitivity toward shareholders. Based on a cross-cultural sample from the United States and Taiwan, they demonstrated that levels of power distance and individualism exert negative influence over ethical sensitivity, whereas the level of uncertainty avoidance is positively related to ethical sensitivity. K. Leung (1988) found that compared to U.S. managers, Chinese managers show a stronger

preference for negotiation and mediation and a weaker preference for adjudication to resolve conflicts in business relationships. The explanation is that a major goal in a collectivist culture is to reduce hostility.

Therefore, China, as the largest emerging market and with a special social-cultural context, has drawn attention from researchers to do comparison studies. We again divide the section into two parts: business market strategy and international business marketing. And we end this section with a brief summary and directions for future research.

## Business Market Strategy

### MARKETING MIX STRATEGY

Similar to studies using China as a research sample in the last section, comparative studies addressing the issues of marketing mix strategy also concentrate on two areas: product innovation and sales management.

As a key factor for firm performance, innovation always attracts scholars. With samples from China and the United States, Calantone, Schmidt, and Song (1996) attempted to compare the factors associated with new product success in these two countries. They found that in China, marketing resources appears to be the most important factor. In contrast, the most important factors in the United States include proficiency of technical activities as well as market intelligence. The authors attribute such patterns to the different stages of development in marketing in the two countries. Specifically, they point out that marketing is a relatively new phenomenon in China.

To have successful innovations, it is important to integrate marketing and R&D in new product development. And how to increase collaboration and decrease conflict between the two functions remains a critical issue. Song, Xie, and Dyer (2000) made a cross-national comparison to examine the conflict-handling behaviors in Eastern and Western countries. The results suggest that seeking support from higher-level management is favored in China and Japan, which are recognized as high power distance cultures.

With data from high-tech companies in China and Australia, Atuahene-Gama and De Luca (2008) attempted to detect the cross-cultural differences in the use of influence strategies in new product development. They found that in the existence of conflicts, marketing people in China do not use influence strategies such as building coalitions. On the contrary, marketing people in Australia tend to use such strategies over their R&D colleagues. The reason is that due to the collectivist culture, R&D and marketing people in China focus more on the mutual need to enhance the overall benefits of relationships.

An interesting study by Song and Thieme (2006) suggested that marketing people in China may not have the ability to exert the influence as their Western counterparts do. With samples from the United States, China, and Japan, they found that, compared to American and Japanese firms, Chinese firms do not address sufficient importance of marketing in new product development process. In addition, the ideal level of marketing involvement with R&D in Chinese firms is much lower than it should be. According to the authors, it is because China is transitioning from a previously centrally planned economy to a market economy, and marketing is a relatively new phenomenon in China.

Since business activities are influenced by both cultural and institutional forces, researchers also look for investigation about institutional variables (Shenkar and von Glinow 1994: 69). For example, Siu et al. (2006) examined new product development in mainland China, Hong Kong, and Taiwan. They suggested that although the three regions are rooted in the same culture, new product development varies substantially due to the institutional factors such as government intervention (i.e., limited vs. extensive), manufacturing systems (i.e., OEM, ODM, and OBM<sup>4</sup>), and business approaches (i.e., transaction-oriented vs. relation-oriented).

Regarding the comparative studies on sales management, scholars are interested in factors influencing sales performance in different cultures. One factor is concerned with the difficulty and specificity of sales goals (Fang, Palmatler, and Evans 2004). It is suggested that setting a moderate level of difficulty and specific goals for salespeople may drive a high level of sales efforts in the United States. However, to obtain the same level of sales efforts in China, firms need to set a higher level of difficult goals and nonspecific goals for Chinese salespeople.

The study of Fang, Evans, and Landry (2005) suggested a second factor (i.e., sales control system). Their study demonstrates that Chinese salespeople treat failures as part of the learning process and thus are less likely to associate failures with their lack of abilities or skills.

The third factor is reward systems (S. S. Liu 1998). Comparing 244 Hong Kong and 150 mainland Chinese sales personnel, S. S. Liu suggested that the reward structures for salespeople in mainland China and Hong Kong differ due to the perceived differences in power distance and individualism. The finding shows that the most important rewards for mainland Chinese salespeople are more group-oriented, such as team support and managerial encouragement, whereas the most useful rewards for Hong Kong salespeople are more individual-oriented, such as opportunities for career growth.

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<sup>4</sup> OEM, ODM, and OBM refer to original equipment manufacturing systems, original design manufacturing systems, and original brand manufacturing systems, respectively.

## RELATIONSHIP MARKETING

Relationship marketing is always a popular topic in studies concerning the Chinese context. Jansson, Johanson, and Ramström (2007) conducted a qualitative analysis on characteristics of business relationships across Chinese, Russian, and West European firms. Compared to Russian or Western European firms, Chinese firms prefer spending more time to demonstrate their commitment and then gain trust from their partners. In addition, Chinese firms are characterized by a lower level of emphasis on performance because balance and harmony are more valued in Chinese business relationships. It is suggested that cross-national differences are driven by cultural differences, degrees of internationalization, length of relationships, and nature of home market mechanisms (Young, Wiley, and Wilkinson 2009).

Comparative studies focus on two relational constructs, trust and conflict. Trust is an increasingly important issue in the multicultural field of business marketing. It is well known that Chinese firms are relation-oriented, and thus trust is expected to be emphasized in these firms. Interestingly, Rao, Pearce, and Xin (2005) found that compared to Western managers, Chinese managers generally demonstrate lower levels of trust in other people. It is probably due to the low government facilitation in China characterized by weak rule of law, high levels of corruption, and greater political and financial risk. To address the value of trust in enhancing sales performance, Atuahene-Gama and Li (2002) conducted a cross-cultural study on the antecedents of salespeople's trust in their managers. Their finding suggests that process control has a positive impact on supervisee (i.e., salespeople) trust only in the Chinese sample. That is because Chinese salespeople tend to view process control as a more supportive approach than do their U.S. counterparts.

Cultural differences can easily lead to problematic misunderstandings in business relations. To provide a deeper understanding of Chinese–American differences in conflict-avoiding, Friedman, Chi, and Liu (2006) developed an expectancy model to examine people's motivations to avoid conflict. Using data from the United States and Taiwan, they found that Chinese's motivation to avoid conflict is a result of both expectancy effects (i.e., Chinese believe conflict may hurt harmonious relationships) and valence effects (i.e., Chinese are inherently concerned for the other party). Moreover, Chinese are more motivated to avoid conflict with the party with higher authority due to the high power-distance culture.

Generally, people in different cultures tend to adopt different strategies to resolve conflict. Based on survey data from MBA students in the United States and China, Morris et al. (1998) found that a societal conservatism value orientation (i.e., conformity and tradition) plays a key role

in the Chinese conflict-avoiding style, while an orientation toward self-enhancement (i.e., achievement) makes American managers more favorable of a competing style. Interestingly, in some business relationships such as negotiations characterized with difficulty to avoid conflicts, Chinese behave differently. For example, it is suggested that Chinese executives would discontinue negotiations to solve the conflicts in negotiations (D. K. Tse, Francis, and Walls 1994). The study also found that compared to Canadian firms, Chinese firms are perceived to be difficult to negotiate with.

### Limitations and Future Research in Business Market Strategy Research

A majority of comparative articles on marketing mix strategy focuses new product development issues by examining the impacts of different cultures and institutional forces in the NPD process. The research on sales management concentrates on differences in determinants of sales performance. And the comparative studies on relationship marketing emphasize aspects of Chinese culture such as long-time orientation and harmony in business relationships.

It is apparent that the comparative studies on business market strategy are relatively narrow in scope, and thus we suggest several directions for future research. First, studies can investigate ignored research topics such as comparisons on procedures of new product development in China and other countries. The findings would provide insights for multinational firms to conduct innovation activities in China. Second, researchers can simultaneously incorporate cultural and institutional factors in developing comparative studies involving China, since some business marketing practices are influenced by both cultural and institutional factors.

### International Business Marketing

We find comparative studies addressing international business marketing mostly emphasize strategy implementation issues such as negotiation. Adler, Brahm, and Graham (1992) investigated Chinese commercial negotiators' behaviors and found their behaviors are similar to Americans. One difference is that Chinese negotiators tend to restrain themselves from involving instrumental influence behaviors (e.g., threats, promises, commitment, punishments, and rewards).

International salespeople often report tension in international business negotiations. K. Lee, Yang, and Graham (2006) examined the antecedents and consequences of such tension with data from 176 American and Chinese executives. Among Chinese executives, tension is negatively related to the

cooperative atmosphere, while the tension felt by American executives does not correlate with cooperativeness. Also, the tension felt by Chinese managers may make these managers have a low level of trust toward American counterparts. On the contrary, the tension felt by American managers has no impact on their feelings toward their Chinese counterparts. It is because the Chinese tend to attribute tensions they felt to the aggressiveness and straightforward style of their counterparts. This study highlights the difference that Chinese cultural emphasis is placed on maintaining harmonious interpersonal relationships, while Americans focus on the style of “getting it straight.”

### Limitations and Future Research in International Business Marketing Research

Comparative studies in international business marketing mainly focus on the implementation of market entry strategies such as cross-cultural negotiations between Chinese firms and their foreign counterparts. Thus, many other areas regarding market entry strategies or decisions in international marketing are largely overlooked. Also, as Chinese firms become more active in the global economy, they start to expand into other markets, which makes it an interesting topic to compare foreign firms entering China and Chinese firms entering global markets. In addition, more attention should be paid to impacts of the missing institutional factors in comparative studies on international business marketing.

Generally, we find that the business marketing studies using China as a sample or a comparison subject are rather fragmented. Notably, the Chinese B2B market is characterized by its huge size and high level of within-country heterogeneity. It is thus important for researchers to be aware of sampling issues. Particularly, we noticed that the majority of studies in our dataset are inclined to select a few cases and claim that the sample represents the population of interest. In addition, a considerable proportion of researchers survey their EMBA and MBA students rather than randomly send out surveys. Thus it is common that these studies usually have a high response rate. Therefore, it is highly possible that coverage error, selection bias, and nonresponse bias would become a serious threat to the validity of findings in the research conducted in the context of China. To ensure the validity issues, researchers must pay more attention to the sampling design and justify the adequacy of their samples. To provide a clear review on these studies, we summarize the major findings and limitations in Table 5.



**TABLE 5** Findings for Research Using China as a Sample and Comparison

Theories	Topics	Major findings	Suggestions
China as a research sample	Business market strategy	General business strategy Studies examine market orientation's antecedents (e.g., government regulation) and consequences (e.g., firm performance). Marketing mix strategy <ul style="list-style-type: none"><li>• New product management: Studies examine the determinants of innovation (e.g., ownership structure). Studies also examine the R&amp;D and marketing cooperation in NPD.</li><li>• Sales management: Studies examine the determinants of sales performance (e.g., sales control strategies). Relationship marketing<ul style="list-style-type: none"><li>• Studies examine relationship marketing as a strategic orientation.</li><li>• Studies examine key constructs such as trust, commitment, cooperation, and conflict.</li></ul></li></ul>	Limitations of extant research: <ul style="list-style-type: none"><li>• Subtopics discussed are limited in scope.</li><li>• Lack of attention on complex moderation situations.</li><li>• Lack of attention on other 4P marketing strategies such as pricing and promotion.</li><li>• Depend too much on primary survey data rather than secondary data.</li></ul>
			Directions for future research: <ul style="list-style-type: none"><li>• Examine the effects of business market strategies on the shareholder values</li><li>• Provide more behavioral or process evidence of business market strategies.</li><li>• Reconcile the mixed results in the previous studies by providing moderation analysis to disentangle the mechanism of business market strategies.</li></ul>

International business marketing	<p>Market entry strategies</p> <ul style="list-style-type: none"><li>• Entry timing: Most studies advocate early entry or first mover strategy.</li><li>• Entry location: Studies examine determinants of entry location such as contract duration.</li><li>• Entry modes: Studies examine determinants of entry modes such as host country-specific.</li></ul>	<p>Despite the attention, and academic understanding of international business marketing in China, research is still limited in scope and in depth.</p>
	<p>Entry strategy implementation</p> <ul style="list-style-type: none"><li>• Ownership share arrangement</li><li>• Knowledge transfer management</li><li>• Relationship management</li><li>• Approaches to attenuating liabilities of foreignness, such as local networking.</li></ul>	<p>We call for future research to</p> <ul style="list-style-type: none"><li>• extend the types of multinational firms to embrace service firms;</li><li>• utilize diverse data sources such as longitudinal dataset to conduct dynamic analysis on evolution of entry mode strategies.</li></ul>
China as a comparison in business marketing research	<p>Business market strategy</p> <ul style="list-style-type: none"><li>• New product management: Drivers of new product success are different in China and other western countries in terms of the degree of importance.</li></ul> <p>Cross-cultural differences in new product development process. Marketing people in China may not have the ability to exert the influence as their western counterparts do.</p> <ul style="list-style-type: none"><li>• Sales management: Different factors influencing sales performance in different cultures.</li></ul>	<p>The finding from comparatives studies that marketing is a relatively new phenomenon in China.</p> <p>We call for future research to</p> <ul style="list-style-type: none"><li>• expand research topics, thus business marketing scholars can get a more comprehensive picture of various aspects regarding the differences in China with other cultures or countries;</li><li>• simultaneously incorporate cultural and institutional factors in developing comparative studies involving China, which has complex business situations influenced by both cultural and institutional factors.</li></ul>

(Continued)

**TABLE 5** (Continued)

Theories	Topics	Major findings	Suggestions
		Relationship marketing (RM) Comparative studies emphasize the aspects of Chinese culture such as long-time orientation and harmony in business relationships, which may cause <ul style="list-style-type: none"><li>• Different levels of managers' trust and salespeople trust.</li><li>• Different strategies to resolve conflict.</li></ul>	
International business marketing		Entry strategy implementation Comparative studies mostly examine negotiation. <ul style="list-style-type: none"><li>• Chinese negotiators restrain themselves from involving instrumental influence behaviors.</li><li>• Chinese cultural emphasis on maintaining harmonious interpersonal relationships while American focus on the style of "getting it straight."</li></ul>	Future research is merited to <ul style="list-style-type: none"><li>• make comparison between MNCs' entering China and Chinese firms entering global markets;</li><li>• investigate impact of the missing institutional factors in comparative studies.</li></ul>

## A Theory of Chinese Comparative Business Marketing

Dynamic multiculturalism becomes a vital aspect of global marketing that affects consumers and businesses around the world. This theme emphasizes the need for scholars and business leaders to recognize, appreciate, and understand the significance of marketing in the dynamic global world, including different cultures and cross-cultural business practices, as they affect both domestic and multinational marketing strategies. Therefore, a large part of the theory of Chinese comparative business marketing involves the comparison across different cultures. Meanwhile, scholars should be aware of the fact that Chinese culture is also changing and influenced by Western cultures. For example, Bailey, Chen, and Dou (1997) found that the Chinese consistently departed from predictions hypothesizing the impact of collectivism on their preference. In conclusion, they suggested that the Chinese may “depart from collectivist values in ways that resemble Americans more than Japanese” (Bailey et al. 1997: 620).

In building the theory of Chinese comparative business marketing, scholars also need to incorporate institutional factors besides the cultural factors to explain the differences between the Chinese context and Western contexts.

## CHINA AS A UNIQUE RESEARCH SUBJECT IN BUSINESS MARKETING RESEARCH

Although many business studies have enriched the understanding of the organizational theories’ development in the developed country context, the understanding of similar theoretical issues in transitional economies remains rather limited. The Chinese economy is more dynamic and uncertain than Western economies, which provides the basis for unique business marketing practices for firms in China. Moreover, the economy in China is characterized as different institutions and forms of capitalism compared to other economies (Boisot and Child 1996).

We categorize the studies in the section into three parts: unique business types in China, business market strategy, and international business marketing research. Reviewing the literature, we observe studies very fragmented, and thus we provide a framework to summarize the major categories in this part.

### Unique Business Types in China

The term *Chinese firms* has been used very broadly by scholars to indicate all types of firms in China. The complexity of the Chinese economy determines that Chinese firms are not similar to contemporary organizations in

the Western economies. Based on the ownership structure, we can classify Chinese firms into those owned by foreign companies (e.g., multinational companies in China), those jointly owned by foreign and Chinese parties (e.g., international joint ventures), and those owned by Chinese governments (e.g., state-owned enterprises and township and village enterprises). We have noticed in our database that researchers mostly study the previous two types of firms due to their international background. However, the last type of state-owned enterprises has increasingly attracted attention from scholars.

Although China started its economic reform three decades ago, state-owned enterprises (SOEs) are still common in this country due to the previous government-controlled economic system. How these state-owned enterprises can obtain competitive advantages in the current market situation in China has become an interesting research topic for scholars. S. S. Liu, Luo, and Shi (2002) investigated this issue by examining the role of customer orientation, corporate entrepreneurship, and learning orientation in state-owned enterprises. Based on a sample of 304 state-owned enterprises in China, the study showed that firms with the three orientations were observed to perform better than those without these orientations. In addition, these state-owned enterprises have similar characteristics to contemporary corporations in Western countries. It is suggested that state-owned enterprises are characterized by market orientation as well (Ralston et al. 2006). Another study by Chow and Fung (1997) also showed that state-owned enterprises' technical efficiency is comparable to that of joint ventures in certain industries. Overall, most state-owned enterprises become more responsive to market conditions, and thus are more market-oriented compared to the past (Deng and Dart 1999).

Township and village enterprises (TVEs) are another type of government-controlled firms in China. Township and village enterprises refer to those rural enterprises subordinate to the township or village governments. Evidence suggests that township and village enterprises are successful in terms of operating efficiency and productivity growth in certain manufacturing industries such as the clothing industry (Y. Luo, Tan, and Shenkar 1998). Township and village enterprises tend to perform better than state-owned enterprises in a rapidly changing environment because of their strategic flexibility (Byrd 1992). Particularly, Luo, Tan, and Shenkar (1998) found that the innovativeness and proactiveness of township and village enterprises help to cope with the complexity and dynamism of the external environment. However, P. Li (2005) warned that township and village enterprises may have short-term success in the initial stage of economic transition in China but may suffer from problems such as corruption in the later phase.

## Limitations and Future Research in Unique Chinese Business Type Research

A key characteristic of Chinese transitional economies is that the market economy is only used as a partial mechanism for economic exchange. Therefore, factors such as government control can play a far more important role in business activities than market forces (Qu and Ennew 2005).

Ownership is a useful scheme for classifying firms in China and other transitional economies (Peng and Heath 1996). Ownership is of particular importance in explaining organizational strategy and interorganizational management in China (Peng, Tan, and Tong 2004). For example, J. Zhang and Keh (2010) found that the different ownerships for firms operating in China were a key determinant in their choice of interorganizational exchange mechanism. However, current studies on unique types of Chinese firms mostly focus on government-controlled organizations, that is, SOEs and TVEs. We find very few studies on privately owned enterprises, which are mostly small and medium-sized enterprises. Future research can examine these firms regarding their unique characteristics.

## Business Market Strategy

Again, we notice most studies focus on marketing mix strategy and relationship marketing.

### MARKETING MIX STRATEGY

Product innovation is a marketing mix strategy with high risk. It is important to understand the driving factors for innovation by Chinese firms. Government institutional support is suggested as a crucial factor in new product success in this country. Based on data from 184 firms in Beijing Experimental Zone, H. Li and Atuahene-Gima (2001) found that government institutional support significantly enhances the effect of product innovation on firm performance for these high-tech firms. It was also proposed that firms' external relationship network is another factor to determine the new product performance in China (Atuahene-Gima, Li, and De Luca 2006).

Some researchers are interested in the interface between R&D and marketing in innovation strategy in emerging markets such as China (e.g., Chen, Shen, and Chiu 2008; Lu and Yang 2004). It is noticed that emerging markets are generally characterized by a loose appropriability regime and have weak intellectual property rights protection. Therefore, it is difficult and sometimes dangerous to conduct R&D investment and innovation in emerging markets for multinational companies (MNCs). Zhao (2006) thus proposed that internal interlocked organization structure can be one approach for

these firms to cope with the situation in China. In addition, intraorganizational communication is also important for new product development (Pae et al. 2002).

Firms in China develop new products for different reasons. With a qualitative case study, Beverland, Ewing, and Matanda (2006) classified these firms into strategist firms, relation-oriented firms, follower firms, and sales-oriented firms based on their different motivations to develop new products. It is suggested that strategist firms are market-driven to develop new products. While followers have no formalized guiding strategy to develop innovations and follow other firms in the market, relational-oriented firms rely on business relationships for new product development. Sales-oriented firms focus on sales of current products rather than new product development.

Special attention is also drawn to state-owned enterprises. Song and Parry (1994) analyzed 258 industrial new product successes and failures in 129 state-owned enterprises in China and identified four important factors for these firms: market potentiality of the innovations, competitive intensity, relative product advantage, and firms' technical and production capabilities. A further study by Parry and Song (1994) showed that the timing of the product launch and strategy implementation proficiency are also important for new product success. An interesting study by White (2000) examined the approaches adopted by state-owned enterprises to develop innovation. The study on 87 state-owned pharmaceutical manufacturers suggested that these firms would like to develop new product technologies either through alliance or independent development rather than purchasing them from a third party.

Another aspect of product management is concerned with product quality. Product recall is due to poor product quality, which may partly be caused by poor channel management in China (Lyles, Flynn, and Frohlich 2008). It is shown that the long supply chain and market channel in China lead to inherent inefficiencies in production because it is hard to trace product quality. The authors thus call for investments in long-term relationships in distribution channels to guarantee product quality. Many multinational firms encounter logistics barriers when they are trying to establish supply chains in China. With the sample of 282 U.S. firms in China, Pearson, Carter, and Peng (1998) demonstrated that foreign firms are likely to form alliances with key local partners to deal with the unfavorable logistic environment in China. The president of Carrefour China once commented in an interview that "We felt that to enter so difficult and complex a market—a huge market—we would need a local partner to understand the market and move faster . . . With our partners, we try to adapt to local conditions. Our partners have networks within the community and know the good producers and good suppliers" (P. N. Child 2006: 78).



Advertising has played an increasingly important role in the fast growth of China's economy (N. Zhou and Belk 1993). However, it is a bit of a different story for multinational firms, who face different advertising regulations in China. For example, certain types of advertising claims, such as puffery, comparisons, and statistics, which are allowed in the United States, are prohibited or restricted by Chinese law (Z. Gao 2008).

#### RELATIONSHIP MARKETING

In China, relationships have great and special cultural importance. It is suggested that Chinese firms rely on relational ties for complex exchanges and craft customized contracts to facilitate necessary adaptation (K. Z. Zhou, Poppo, and Yang 2008). Therefore, relational capital (i.e., relational access to resources, contracts, and people) is emphasized in building competitive advantages for firms in China (Hitt, Lee, and Yucel 2002). More interestingly, there are many unique phenomena in relationship marketing in the context of China, such as *guanxi* (personal connections), *renqing* (human-heartedness), *mianzi* (face), and *xinyong* (personal trust).

*Guanxi* refers to a Chinese system of doing business on the basis of personal relationships on which an individual can draw on secure resources or advantage when doing business. There is a growing interest in the role of *guanxi* as a relational exchange system in business marketing in China (Lovett, Simmons, and Kali 1999).

It is argued that the *guanxi* system in China, demonstrating a concern for harmony of the group, could justify its ethical nature and thus is beneficial for firms (Lovett et al. 1999; Y. H. Wong and Tam 2000). Davies et al. (1995) showed that *guanxi*'s benefits include procurement, bureaucracy, information, and transaction smoothing. These benefits would lead to good business performance (D.-J. Lee, Pae, and Wong 2001; Park and Luo 2001). Based on a survey of 282 firms, Gu, Hung, and Tse (2008) also suggested that *guanxi* has a positive effect on market performance through improved channel capability and responsive capability. In addition, *guanxi* is more crucial for market expansion than for internal operations; thus *guanxi* has a positive impact on sales growth rather than on profit growth (Park and Luo 2001).

*Guanxi* can even be used as an informal mechanism to supplement the formal institutional mechanism or bypass institutional barriers in China. For example, Xin and Pearce (1996) found out that private firms tend to use non-reciprocating gifts to build personal connections because, compared to state-owned companies, these private firms lack support from formal institutions.

*Guanxi* is also a vital factor in channel management. Firm performance is influenced by firms' *guanxi* with the distributors in China (Ambler, Styles, and Xiucun 1999). Using data of 225 dyadic relations between suppliers

and their distributors, Y. Liu et al. (2008b) showed that *guanxi* can help to reduce the relational risk brought by the lock-in aspect of relationships.

*Guanxi* could also be a new vehicle in interfirm knowledge transfer. For example, Ramasamy, Goh, and Yeung (2006) suggested that *guanxi* is an important factor in influencing the degree of knowledge transfer in the Chinese business context based on a study on 215 firms in southern China.

Given the many benefits brought by *guanxi*, scholars have become interested in understanding the determinants or mechanisms of building a *guanxi* network in China. For example, D.-J. Lee et al. (2001) suggested that *guanxi* is positively affected by a firm's decision-making uncertainty and perceived similarity with its Chinese partner, but it is negatively affected by its partner's opportunism.

To build and sustain a position within a *guanxi* network requires some knowledge of *renqing*. In other words, the underlying mechanism of *guanxi* builds on rules of *renqing*. *Renqing* refers to one's obligations of performing and repaying favors and showing empathy to partners involved in their business network (Hwang 1987). Based on a survey, the study of Wang, Siu, and Barnes (2008) indicated the role of *renqing* in enhancing trust and long-term stability in relational exchange. The result also highlights that without *renqing*, trust is not sufficient in itself to build the long-term orientation of Chinese B2B relationships.

*Face* refers to recognizing and respecting the status or moral reputation in society and enhancing this status by whatever means possible. It is important to protect one's "face," but it is perhaps even more important to "give face" to other people. In short, it involves a reciprocal relationship of respect and courtesy to and from your counterparts. "Give face" means praising someone's reputation in society. To cause someone to "lose face" is to denounce status and reputation. It also indicates a loss of confidence and a lack of trust (Gebauer et al. 2007). T. K. P. Leung and Chan (2003) examined this construct in a negotiation context and suggested that "face work" has four dimensions: reciprocity, response, respect, and reputation. The results suggest that foreign negotiators are advised to use "face work" as a cultural strategy to help them negotiate through the complex business network in China.

*Xinyong* refers to the integrity, credibility, trustworthiness, or reputation of a person. It was previously a measurement of a person's business ethical integrity and now extends to indicate trust in interorganizational relationships in China. With the sample of senior purchasing managers in 134 manufacturing firms, T. K. P. Leung et al. (2005) indicated that a *xinyong* strategy is extremely important for a supplier to establish a partner relationship with the buyer. Interestingly, Chinese buyers and suppliers place great emphasis on *xinyong* at a personal level rather than trust at an organizational level, indicating that Chinese businesspeople may mix up business relationships with personal relationships.

## Limitations and Future Research in Business Market Strategy Research

Since there are different types of Chinese firms, aggregate studies on all types of Chinese firms can lead to biased conclusions. Scholars can thus incorporate the heterogeneity of business types in business market strategy research. And we also need comparative studies to indicate the differences among different types of Chinese firms.

Also, another direction for future research is to compare the management theories developed elsewhere and the theories developed based on unique Chinese management phenomena. For example, as indicated by previous discussion, Chinese businesspeople may mix up business relationships with personal relationships. We notice that most relationship marketing research in this section develops relational constructs in the Chinese context at the interpersonal level. Yet relationship marketing research in Western contexts usually investigates relational constructs at the interorganizational level. Thus, it is meaningful to conduct a comparative study on differences regarding relationship marketing theories in different contexts.

As the largest emerging economy in this world, many issues regarding Chinese firms are new. Thus, merely applying and refining theories developed elsewhere in a Chinese context is not enough. We call for research explaining unique Chinese management and marketing phenomena. Also more longitudinal studies are needed to examine the changing characteristics of the dynamic Chinese economy.

Finally, research focusing on moderation effects is needed. For example, although *guanxi* and networks are believed to be critical for market entry in Confucian societies such as China, they may also dampen the entrepreneurialism necessary to build a sustainable niche, suggesting that under certain market conditions *guanxi* may have limitations. With in-depth interviews with 26 marketing managers, Beverland (2009) suggested that for certain product categories and in an early stage of market conditions, close business relationships may undermine brand equity and growth strategies for firms.

## International Business Marketing

Research in international business marketing addresses issues concerning how to enter the Chinese market. Only one study in the database is about how Chinese firms enter the foreign market.

Many multinational companies choose China as a sourcing location for their manufacturing operations. Based on the criteria of direction of procurement and volume, sourcing strategies in China are categorized into market access, offshore platform, offshore manufacturing, local sourcing, and complex sourcing (Kotabe and Zhao 2002). Murray, Kotabe, and Zhou

(2005) identified another sourcing approach (i.e., strategic alliance-based sourcing).

When investing in China, foreign firms need to consider that institutional factors play a unique role in the location decisions of foreign direct investment. For example, S. Li and Park (2006) suggested that foreign firms favor locations where local governments have open policies toward foreign direct investment, a relatively high level of privatization, and an improved legal system.

After China's entry into the WTO, foreign direct investors are allowed to choose from among four entry modes in China, namely, wholly owned enterprises (WOEs), equity joint ventures (EJVs), contractual joint ventures (CJVs), and joint stock companies (JSCs).<sup>5</sup> Wei, Liu, and Liu (2005) investigated the driving forces underlying foreign firms' entry mode decision in China. Based on an analysis on a large dataset from 10,607 firms, they demonstrated that under the circumstances of poor host country experience and specific location, firms tend to choose equity joint ventures or joint stock companies. As uncertainty and risk are reduced, firms tend to choose contractual joint ventures to enter China. Another interesting finding is that due to cultural similarity, investors from Hong Kong, Taiwan, and Macao prefer wholly owned enterprise and contractual joint ventures, while investors from Western countries favor equity joint ventures.

Wang and Nicholas (2007) specifically examined the formation and evolution of contractual joint ventures, a major form of non-equity strategic alliances. Based on 73 interviews and 8 case studies, they discovered that transaction cost and access to partners' resources are the most important drivers of the formation of non-equity strategic alliances such as contractual joint ventures in China. Over time, a significant increase in transaction-specific investment may trigger a transition from contractual joint ventures to other forms, such as equity joint ventures or wholly owned enterprises. Guillen (2003) examined the effects of experiences and imitation on the choice of entry mode by foreign firms. With a longitudinal dataset of 506 South Korean firms entering China between 1987 and 1995, he found that with more experiences in China, foreign firms tend to change to the wholly owned mode and gradually abandon other joint venture entry modes in order to mitigate the contractual hazards.

<sup>5</sup> A WOE is a limited liability entity solely owned and operated by a foreign investor who receives all profits and bears all costs and risks. An EJV is a limited liability company where resource commitment, profit distribution, risk sharing, and the control and management are based on equity shares between foreign and Chinese partners. A CJV is a non-equity-based partnership between a foreign firm and a local firm, and the parties are bound by contracts rather than by equity-based investment. A JSC is equity based and defined as an enterprise with the status of a legal person that divides its share capital into equal shares with a par value.

## Limitations and Future Research in International Business Marketing Research

While multinational firms' entry strategies have attracted substantial research attention, empirical evidence is sparse on business strategies of Chinese firms entering other countries. This picture is in sharp contrast to the growing pace of Chinese firms in the global market. Hence, future research would pay attention to the globalization of business marketing for Chinese firms. Also, there is a dearth of research on the implementation of market entry strategies for multinational firms in China. We believe that firms are in need of insights from scholars regarding how to deal with Chinese government and how to deal with the vast market in China.

## A Chinese Theory of Business Marketing

New business marketing practices should engender new business marketing theories, which, while originating from Chinese practice and context, are expected to have wider applicability and relevance. Most business marketing literature presents theories and models that are grounded in business marketing practices in developed countries, which are characterized by mature markets. Very little research has been carried out on the issues and challenges facing business marketers in China, which is growing rapidly and taking up important positions in the global context as well.

When developing a Chinese theory of business marketing, scholars need to study phenomena that are either unique to China or uniquely important in China. For example, scholars should distinguish the different types of Chinese firms and use specific types of Chinese firms as the analysis units in research. In addition, there is substantial within-country heterogeneity in the Chinese marketplace given its huge size of economy, territory, and population. Given that marketing is a relatively new phenomenon in China, it is a promising research area to refine the traditional market strategy. For example, it is surprising that few attempts have been directed at addressing market segmentation issues in the Chinese context. We thus suggest that research is needed to develop a Chinese theory of market segmentation strategy based on the complex Chinese marketplace.

## IMPLICATIONS FOR BUSINESS MARKETING RESEARCH AND PRACTICE

This review should have important implications for researchers. Specifically, the theoretical framework proposed for this review highlights three theories needed for business marketing studies in China: a theory of Chinese business marketing, a theory of Chinese comparative business marketing,

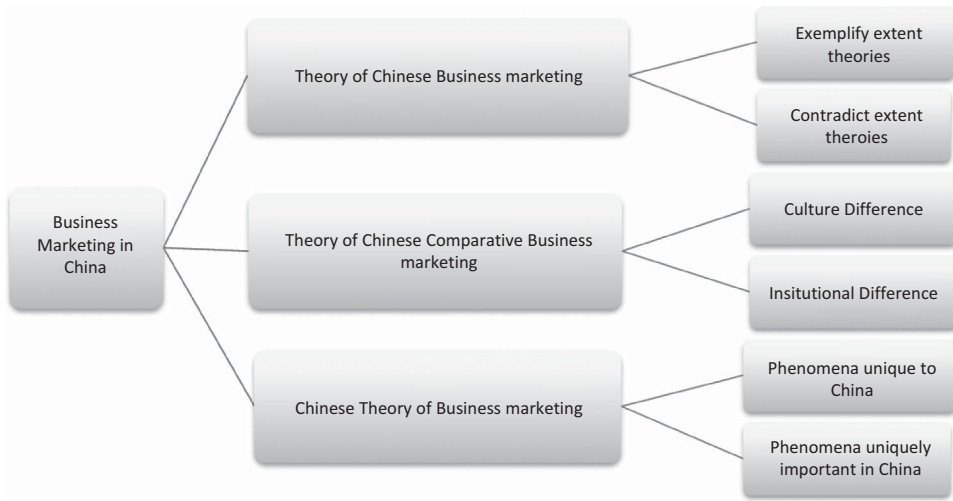
and a Chinese theory of business marketing. We have described the three theories in the previous sections, and we believe the theories can provide guidance for future business marketing research in China. In addition, we observe that academic research on business marketing in China lags behind from the development of business markets in China. Thus we also hope our review can help researchers to identify research topics ignored in the current literature.

Our review also provides important managerial implications for practitioners. As China is transitioning from a centrally planned economy to a market economy, new problems arise that extant knowledge may not fully address (J. Child & Tse 2001; Peng & Heath 1996; Peng, Tan, & Tong 2004). In other words, business marketing research and theories are still largely based on Western practices and models. In addition, the rapid changes in China create complex and heterogeneous industrial dynamics that greatly challenge business operations. We hope that our article can provide some insights for firms doing business in China because this review offers a comprehensive understanding of the relevant business marketing research. In particular, this review can offer understanding of distinct characteristics of the Chinese economy. For example, *guanxi* is a unique networking relationship rooted in Chinese culture and has influenced Chinese business practices for centuries. For practitioners, understanding the dynamics of *guanxi* is a key to open the door to the largest emerging market in greater China.

Now, in such hard times as the current global financial crisis, multinational firms find their growth opportunity relying more on their development in emerging economies. The International Monetary Fund (2009) released its projection that China and India, the largest emerging economies in the world, will be surprisingly good in the current environment by keeping their economic growth of relatively large size. Thus, to have a clearer understanding of the business markets in China is critical for these firms, and this makes our efforts to review business marketing research in China highly relevant and meaningful to practitioners.

## CONCLUSION

With the growing importance of the Chinese economy, we are expecting more studies interested in the Chinese context, particularly the unique Chinese business marketing and management phenomena. Even as the world sinks into a global recession, the emerging economies are expected to continue to grow on the strength of their vast domestic markets. But many Western firms struggle to devise the right business model(s) and marketing strategies that can help them penetrate and succeed in this giant emerging market. We hope this review can be helpful to guide these firms with the following three theories to understand and study business marketing in



**FIGURE 3** Theories of business marketing in a Chinese context.

China: a theory of Chinese business marketing, which focuses on applying and refining theories developed elsewhere in a Chinese context; a theory of Chinese comparative business marketing, which focuses on comparing the above two theories and searches for cultural and institutional explanations; and a Chinese theory of business marketing, which focuses on creating explanations for the existence of Chinese business marketing phenomena that are uniquely Chinese. We summarize our proposed features of the three theories in Figure 3.

Through the literature review on business marketing in China, we find many other interesting topics have not been studied within the Chinese context. An indicative, though not exhaustive, list of suggested topics would include

- driving efficiency and effectiveness in B2B selling processes in China;
- customer-centricity in B2B marketing processes in China;
- branding in B2B markets in China;
- pricing issues in B2B buyer–seller relationships;
- role of supply-chain and logistics in B2B marketing in China;
- co-creation of value with B2B customers in China;
- ethics in B2B marketing and sales;
- tendering and purchasing processes in China; and
- online B2B marketing practices and innovations in China.

We suggest future research to investigate these topics with the aforementioned three theories.



In sum, we believe the Chinese business marketing phenomenon would provide a rich context for researchers. Thus we call for more studies to explore the unique business marketing practices in China and provide more academic insights to contribute to the three business marketing theories about China.

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## APPENDIX A: CURRENT B2B EVENTS IN CHINA

We review the B2B news events from 2008 to 2010 in the three leading non-English-speaking economic and business newspapers in China (i.e., *21st Century Business Herald*, *The Economics Observer*, and *China Industry News*). We categorize the representative news events into four domains and address their impact on B2B theory and practice in China:

1. More government procurement and involvement
2. Changes in policy and investing environment
3. Globalization of Chinese B2B firms
4. New issues for international B2B firms in China

### 1. More Government Procurement and Involvement in B2B

We have observed that in recent years, the Chinese government has played a more important role in the B2B area. Particularly, the Chinese government has become a critical institutional buyer in B2B industries such as energy and the automobile industry. In addition, due to the state-owned enterprises' economic structure, many firms' purchasing decisions are influenced by the government. The news below has indicated the regulation and activities in government procurement in the past two years. In addition, due to the stimulus package for the recession, it is believed that the Chinese government will have a more important impact on B2B business in China. Yet in our review, we do not find many studies examining the role or the activities of the Chinese government, and we call for papers on this interesting topic.

- The Administrative Regulations on Government-Procuring Imported Products set rules that the government must supervise and verify the procurement of imported products in the government purchase process. (*China Industry News*, 2008-3-19)
- The Ministry of Finance and National Development and Reform Commission (NDRC) issued the government compulsory procurement catalogue for energy-saving products. (*The Economics Observer*, 2008-3-21)
- Upon the enforcement of the Implementary Rules for Government Procurement Law, the government procurement is supposed to attach priority to domestic goods and give more support for those produced by small and medium-sized enterprises. (*The Economics Observer*, 2010-3-19)

## 2. Changes in Policy and Investing Environment

The Chinese economy is always accompanied by a rapid changing environment. As shown in the following events, there are many changes in the environment for B2B business in China. Therefore, dynamics research is needed to examine the changing characteristics of B2B business in China with longitudinal studies and research designs.

- Sources from the Ministry of Commerce revealed that there will be new regulations on foreign investment, which is said to further relax the policy-oriented scrutiny for both foreign direct investment and M&A investments. (*21st Century Business Herald*, 2008-9-24)
- In order to boost the foreign direct investment amid the global financial crisis, the Ministry of Commerce is considering relaxing the previous restrictions on the establishment of Sino-foreign joint ventures and redesigning the threshold of tax breaks for new and high technology enterprises. (*The Economics Observer*, 2009-2-21)
- The foreign-invested enterprise now can directly apply to the enterprise registration bureau and does not need to obtain approval from Administrations of Commerce. (*The Economics Observer*, 2009-12-2)

## 3. Globalization of Chinese B2B Firms

China is becoming increasingly integrated into the world economy. As a consequence, Chinese firms have become more active in the global economy and have started to expand into other markets, which makes it an interesting topic to study the globalization of business marketing for Chinese firms, such as their market entry strategies or decisions in international marketing. The following events provide clear evidence that China's B2B firms are learning to utilize the international sourcing strategy to expand their operations to the foreign market.

- The Chinese local automobile makers are becoming more skillful in utilizing the globally optimal sources while they have long been good at making use of the mature and perfect system for domestically sourcing components. (*China Industry News*, 2007-2-9)
- More and more Chinese firms are taking advantage of merging and acquiring foreign brands in the economic downturn period in order to change their disadvantaged brand positions in the world market. (*21st Century Business Herald*, 2010-1-6)

## 4. New issues for International B2B firms in China

### a. Localization of International B2B firms in China

Multinational firms choose China due to its large market. Yet as shown below, the competition between them and the local B2B firms is becoming fiercer, and the localization becomes an important issue for the international B2B firms. Traditionally, the research focus is market entry in China. Obviously, the issue of localization and surviving in China becomes an equally important research topic.

- New channel reform is about to kick off by Symantec, a major software supplier for protecting consumers' and organizations' network risks. Flexibly adapted to the increasing concern of Chinese enterprises for protecting their data safety, Symantec is trying to provide more customized products and solutions for the Chinese market, helping organizations secure and manage their information-driven world. (*The Economics Observer*, 2010-3-23)
- b. Positioning Change of China's Manufacturing Industry for Sourcing
 

Many multinational firms choose China due to its cheap labor cost for sourcing. However, the cost advantage is reducing. In addition, China itself is making efforts to transition its traditional image from producing low value-added products to high-quality products. Therefore, this would have important practical implications for B2B firms looking for cheap sourcing in China.

  - Some multinational companies, such as GM, Toyota, and Ford, are reported to cut back on their sourcing spending on China-made products because the cost advantages of those products are gradually reduced by the appreciation of *yuan*, the price rise of raw materials, the change of taxation policies, the announcement of the new Labor Law and environment protection regulations, as well as the skyrocketing shipping costs caused by the rise of fuel prices. (*The Economics Observer*, 2008-6-3)
  - China's Ministry of Commerce in partnership with four industry associations sponsored an advertisement to promote China-made products, highlighting the image of high-quality goods made in China. (*The Economics Observer*, 2009-11-30)

## APPENDIX B: A LIST OF B2B PUBLICATIONS IN CHINA

We offer a comprehensive, though not exhaustive, list of B2B industry publications in China in this appendix. Below, we select the representative publications and categorize them by their release sources: government, independent research institutes, industry, university, and media.

Publication name	Publisher	Date	Release source	Feature
<i>China Government Procurement</i>	The Ministry of Finance	Monthly	Government	<i>China Government Procurement</i> is a publication founded and supervised by the Ministry of Finance, mainly involving propagandizing Government Procurement Law, expounding relevant policies and regulations, and giving advice on specific procurement decisions and activities. It is purported to build an information communication platform between government agencies with procurement responsibilities and high-quality suppliers.
<i>China Government Procurement Yearbook: 2008</i>	China Financial & Economic Publishing House	December 2008	Government	There are a series of <i>China Government Procurement Yearbooks</i> , each of them recording the key literature and data on the nation-wide government procurement activities in the previous year. The latest version is updated to the year of 2008.
<i>The Survey Report on Global Buyers' Online Sourcing Behavior: 2009-2010</i>	China Electronic Commerce Research Center	March 2010	Independent research institute	Based a large-scale survey conducted by China Electronic Commerce Research Center, the researcher investigates the current situations of online sourcing behavior of small and medium-sized enterprises. Suggestions for E-commercial service providers and export-oriented enterprises are provided as well.
<i>Industrial Products Marketing (Issue 8, 2008)</i>	Economy and Management Publishing House	September 2008	Independent research institute	This special issue focuses on the innovation and transition of China's industrial products marketing, taking a clear-cut stand for the proposition that industrial products marketing is dependent on trust. It thus provides a detailed elaboration on the trust-oriented industrial products marketing management system in China.
<i>The Research Report on Scheming and Operating B2B Industrial Portals</i>	China B2B Research Network	March 2009	Independent research institute	From both the theoretical and practical perspective, this report elaborates the well-structured procedures and methods to scheme a B2B industrial portal, as much as 98% of its content being original.

(Continued)

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Publication name	Publisher	Date	Release source	Feature
<i>The Know-Hows on Practices to Promote B2B Industrial Portals</i>	China B2B Research Network	October 2009	Independent research institute	Based on real-life examples from operating such portals, the author of this book systematically explains various promotion strategies for B2B industrial portals, analyzing the fundamental knowledge as well as practical experiences of promoting the B2B portal.
<i>The Research Report on the Progress of Entrepreneurs 2009: Emergence of a New Business Paradigm</i>	Alibaba Group Research Center	August 2009	Industry	This report is an analysis of the development and influence of Internet entrepreneurs as Alibaba approaches the 10th anniversary making the birth of large-scale e-commerce in China. This report is also an assessment of the entrepreneur's community within the context of the 2008 global economic crisis. The researchers put the progress in a nutshell, claiming it being at a stage of entrepreneurs' socialization.
<i>Development Report of China Plant Management: 1982-2007</i>	China Logistics Publishing House	April 2008	Industry	This book provides a comprehensive review and evaluation of the plant engineering in Chinese state-owned industry and transport enterprises across regions, with the promising avenues for future development in this field included as well.
<i>Report on Brand Development in China's Machine Industry from 1982 to 2007</i>	China Light Industry Press	August 2007	Industry	This report represents a comprehensive review on the brand development history of 25 years in the Chinese machine industry, which specifically involves engineering mechanicals, agricultural machinery, generic parts and components, combustion engines, with several other product categories being evaluated for the first time in 2007.
<i>China Electronics News</i>	Newspaper Office of China Electronics News	Every Tuesday, Thursday, and Friday	Media	As an integrated marketing and transmitting system, <i>China Electronics News</i> provides huge amount of news, feature stories and special issues on value chains in the electronics and information technology industry. The content covers industry news, basic electronics, consumer electronics, IT, telecommunication as well as information service.

<i>Sourcebook of China's Government Procurement Suppliers</i>	China Financial & Economic Publishing House	June 2008	Media	It is the most comprehensive reference book for the suppliers who are interested in bidding for Chinese government procurement projects by so far, where prospective suppliers can find information on the latest policies, research reports, directories of experts, bidding service providers, suppliers, and users, industrial expositions, and the experiences of foreign countries' government procurement.
<i>Study on Customer Relationship Marketing of Chinese Industrial Enterprises</i>	University of International Business and Economics Press	March 2007	University	Using the primary data collected from about 100 enterprises in the Chinese electromechanical industry, the author of this book provides a theoretical framework of Chinese industrial buyer-seller relationship with an emphasis on the relations between relationship quality and relationship consequences, and demonstrates key determinants of the buyer-seller relationship.