

# GLOBAL MARKETING IN TIMES OF DISRUPTION

**Edited by** Kelly Hewett  
and Yuliya Strizhakova

REVIEW OF MARKETING  
RESEARCH

**VOLUME 22**

# GLOBAL MARKETING IN TIMES OF DISRUPTION

# REVIEW OF MARKETING RESEARCH

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REVIEW OF MARKETING RESEARCH VOLUME 22

# GLOBAL MARKETING IN TIMES OF DISRUPTION

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INVESTOR IN PEOPLE

*This volume is dedicated to the memory of Naresh K. Malhotra, whose vision and commitment were instrumental in bringing this work to life. Though he did not see its publication, his influence is present throughout its pages. We honor his legacy and lasting contributions to the marketing academic community.*

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## ABOUT THE EDITOR-IN-CHIEF

**Dr Naresh K. Malhotra** was selected as a *Marketing Legend* in 2010, and his refereed journal articles were published in nine volumes by Sage with tributes by other leading scholars in the field. He is listed in Marquis *Who's Who in America* and in *Who's Who in the World*. In 2017, he received the Albert Nelson Marquis *Lifetime Achievement Award* from Marquis Who's Who. In 2020, Dr Malhotra was listed in the published list of the *World's Top 2% Most-cited Researchers* across all disciplines (22 major fields and 176 subfields), according to research conducted by the Meta-Research Innovation Center at Stanford University. He is also listed in [Research.com](https://www.research.com) 2024 Ranking of Best Scientists in Business and Management, as well as Best Scholars. He has several *top* (number one) research rankings that have been published in the literature. While working on this volume, Dr Malhotra passed away in January 2025.

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# NAVIGATING THE NEW TERRAIN OF INTERNATIONAL MARKETING IN AN AGE OF DISRUPTION: AN INTRODUCTION TO VOLUME 22

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## ABSTRACT

*Global marketers and multinational corporations (MNCs) have faced a multitude of disruptions in recent years. Rising protectionism, exemplified by trade tensions and the resurgence of nationalism, creates a barrier for multinationals operating around the globe and seeking new market entries. With an escalating climate crisis and the ongoing technological advances, both environmental sustainability and technological agility have become imperative for businesses worldwide. The convergence of these disruptions has fundamentally altered the dynamics of international marketing, necessitating a paradigm shift in how firms approach global market expansion and consumer engagement. In this introductory chapter, the authors provide a preview of the volume, summarizing each piece as it pertains to one of the four categories of disruptions: anti-globalization and nationalistic sentiments, trade wars, climate change, and digital platforms and payment technologies.*

**Keywords:** Disruptions; global marketing; trade wars; environmental sustainability; digital platforms

## INTRODUCTION

In the recent years, the landscape of international marketing has witnessed a profound transformation, propelled by a confluence of factors ranging from geopolitical conflict to the escalating urgency of climate change. There is also a

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concern that the resurgence of anti-globalization and nationalistic sentiments may be casting a shadow over the once-unstoppable tide of globalization. Rising protectionism, exemplified by trade tensions and the resurgence of nationalist policies in various parts of the world, poses significant challenges to multinational corporations (MNCs) seeking to operate across borders. For example, there has been a notable increase in consumer preference for locally sourced products and brands that align with national identity (Riefler, 2020; Steenkamp, 2019), underscoring the need for marketers to recalibrate their strategies in response to shifting consumer sentiments.

As political and regulatory landscapes evolve, MNCs are confronted with a complex web of institutional differences that shape market entry and expansion strategies. As a result, marketers are compelled to conduct comprehensive assessments of institutional distance when formulating international marketing strategies, emphasizing the importance of adaptive strategies that account for local nuances and regulatory frameworks (Griffith et al., 2021). Furthermore, the concept of institutional distance, encompassing differences in regulatory, normative, and cognitive aspects across countries, has assumed heightened relevance in the context of international marketing.

Next, against the backdrop of escalating climate change concerns, sustainability has emerged as a defining imperative for businesses worldwide. Consumers are increasingly prioritizing eco-friendly products and brands that demonstrate a commitment to environmental stewardship. In addition, a growing segment of consumers are willing to pay a premium for sustainable products, underscoring the potential competitive advantage for firms that embrace sustainability as a core tenet of their marketing strategy (Camilleri et al., 2023).

Finally, the advent of major technological advances, including digital payments, digital platforms, and the proliferation of smartphones, has revolutionized the marketing landscape, presenting both opportunities and challenges for international marketers. On one hand, the ubiquity of digital platforms has facilitated unprecedented access to global markets, enabling MNCs to reach consumers across geographical boundaries with precision and efficiency. On the other, the rapid pace of technological change has also rendered traditional marketing paradigms essentially obsolete, necessitating a fundamental re-evaluation of marketing strategies and tactics (Ratchford, 2020).

This *Review of Marketing Research* volume delves into the multifaceted disruptions reshaping the domain of international marketing, fueled by such shifts in geopolitical dynamics, technological advancements, and consumer behaviors. The papers appearing in this volume address the range of disruptions discussed above, providing insights regarding their impact on international marketing research and practice. We provide below a preview of the volume, summarizing each piece as it pertains to one of the four categories of disruptions: anti-globalization and nationalistic sentiments, trade wars, climate change, and digital platforms and payment technologies.

## ANTI-GLOBALIZATION AND NATIONALISTIC SENTIMENTS

Cleveland and Papadopoulos (2026, this volume) address disruptions caused by *anti-globalization sentiments* in their exploration of the role of consumer annoyance, frustration, and hostility over developments in recent years in backlashes against foreign and global brands and companies perceived as symbols of either too liberal or too conservative ideologies, and against inclusive marketing campaigns. The authors further examine the underlying emotional and cognitive factors that reflect some of the root causes of consumers' discontent, arguing that emotions such as fear and anger are intertwined with cognitive responses such as distrust and the development of conspiracy theories, and ultimately lead to adverse behaviors such as brand avoidance. They conclude by recommending research directions that highlight how these concepts can lead to constructive action on the part of the marketers.

Dimofte (2026, this volume) focuses on the current *anti-globalization sentiment* as a major disruption to consumers responding to nonpolitical consumer behavior surveys. He discusses the discrepancy between the growing anti-globalization and anti-global brands rhetoric expressed in self-reported consumer surveys and the behavioral data related to the actual purchases of global brands. The author highlights that American consumers, particularly conservative anti-globalization segments, increasingly provide inaccurate responses to research questions about global brands. This response bias is driven by the desire to be congruent with the political beliefs of their group rather than the consumption values they hold. The author reviews some measures of global brand acceptance and rejection driven by political sentiments and identifies discrepancies between self-reported measures and other alternative measurement approaches. He warns that the disconnect between the anti-globalization sentiment and behavioral data is a strong indicator of expressive responding that can render much of the data unreliable.

Özsomer and Altaras (2026, this volume) consider *geopolitical conflicts* as a major disruption to global brands operating in multiple markets. They focus on the recent exit of global brands from the Russian market in the aftermath of the Russian invasion of Ukraine. The authors conducted in-depth interviews with consumers in Türkiye, an emerging market with economic ties to both Russia and Ukraine as well as the United States and the E.U. The authors report that the majority of the Turkish consumers support the exit, although some express no impact of this exit on their connection to the exiting brands. The authors further identify sincerity of the exit motive, consumer skepticism, the degree of hedonic versus utilitarian benefits, and perceived fairness as boundary conditions for varying consumer support of the global brand exit. They further establish weaker positive outcomes of the exit for brands that are perceived as global and for more ethnocentric consumers.

Westjohn and Magnusson (2026, this volume) investigate disruptions caused by a rise in *nationalistic sentiment*, which has been accompanied by the rapid development and proliferation of *smartphone technology*, focusing on the link

between smartphone usage and ethnocentric consumer attitudes and behavior. These authors argue that consumer smartphone favors local in-group connections, and that local in-group favoritism is related to anti-globalization and nationalist sentiments. Based on two studies among the US and Chinese consumers, they offer evidence for the relationship between smartphone usage and ethnocentric consumer attitudes and behavior, and demonstrate the mediating role of national identity. The authors conclude by discussing implications for marketers, including opportunities for brands to emphasize their local roots and national origin as a differentiating factor in an increasingly nationalist culture.

## TRADE WARS

Yalcinkaya and Griffith (2026, this volume) discuss *bilateral trade wars* as a major disruption to the functioning of international markets. The authors examine the role of formal and informal institutions in facilitating trade wars and strategic complexities that international marketers must navigate during trade wars. They emphasize the need for institutional economics to be formally incorporated into the examination of global marketing activities. Drawing upon a range of recent examples of bilateral trade wars, the authors demonstrate the complex connection between trade instability and corresponding global marketing activities.

## CLIMATE CHANGE

Riefler, Gossen, and Garaus (2026, this volume) examine disruptions caused by *climate change* and the marketers' need to re-envision their global marketing strategies as a result of a transition toward more responsible consumption and production patterns. The authors argue that a sufficiency orientation, or a focus on satisfying consumers' "needs" rather than promoting "wants," contributes to societal well-being based on its central role in the ability of production and consumption patterns to remain within the boundaries of the planet. Their article elucidates how a sufficiency orientation might be incorporated into the customer value proposition as well as firms' key resources, processes, and profit formula, and outlines challenges for adopting a sufficiency orientation in global marketing.

Strizhakova and Coulter (2026, this volume) propose to both multinational and local firms to adopt a strategy of *environmental sustainability* as a disruptive opportunity. The authors first discuss three issues that firms face around environmental sustainability, including the discrepancy between firm messaging and actions, consumer expectations of and skepticism about business actions, and the polarization of environmental sustainability. They proceed to propose four actions that multinational and local firms can embrace to make positive strides in relation to environmental sustainability: prioritize continuous innovation, embrace global and glocal consumers, lead with environmental authenticity, and navigate around political agendas.

## DIGITAL PLATFORMS AND PAYMENT TECHNOLOGIES

Nim, Mantrala, and Alisha (2026, this volume) explore disruptions in *digital payment technologies* in terms of their impact on retail business models across global markets. The authors discuss the need for both buyers and retailers to embrace payment platform apps to grow and achieve business scalability and the need for fintech firms and retailers to build platforms and ecosystems that embed digital payments with various retail channels, building new retailer-payment business models. Based on an in-depth review of related literature, they discuss key differences among open, semi-open, and closed retailer-payment business models and conclude by encouraging new areas of research on such business models.

Mandler and Wichmann (2026, this volume) evaluate technological disruptions created by *digital platforms* in the global marketplace. The authors define digital platforms by pinpointing their four key differentiating characteristics: their intermediating roles, digital infrastructure, network effects, and multidirectional connectivity. They discuss how digital platforms create value to platform participants. Importantly, the authors propose a framework of regulatory, infrastructural, sociocultural, and economic (RISE) contingency factors that can be applied to operations and success of digital platforms in the global marketplace. They proceed to examine the RISE framework in relation to digital platforms and demonstrate how digital platforms can differ across markets and cultural environments. The authors conclude by discussing several future research directions to better guide global marketers in the digital space.

## CONCLUSION

The convergence of these disruptions has fundamentally altered the dynamics of international marketing, necessitating a paradigm shift in how firms approach global market expansion and consumer engagement. In an era characterized by heightened volatility and uncertainty, agility and adaptability emerge as indispensable attributes for marketers seeking to navigate the complexities of the global marketplace. By embracing innovation, sustainability, and a nuanced understanding of local contexts, firms can position themselves to thrive amidst disruption and seize opportunities for growth in an increasingly turbulent global landscape.

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# GLOBAL BRANDS IN ANTI-GLOBALIZATION BACKLASHES, WHITELASHES, GREENLASHES, AND WOKELASHES: PERSPECTIVES AND CHALLENGES

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## ABSTRACT

*This chapter focuses on hostility toward globalization and angst toward the attendant movements of diversity, environmentalism, and “wokeism.” The authors examine where this antagonism comes from, how it manifests, and, ultimately, what the potential consequences are for global brands. The causes and effects of the current period of disruption are many. Angry and anxious people have a need to focus their negative affect on a target, and globalization represents a handy scapegoat. In the first part of this chapter, the main types of consumer reactions to the current environment are outlined. Anti-globalization sentiments are not uniform, as they arise from a variety of economic, technological, social, and ideological forces. The second part examines the underlying emotional and cognitive factors that reflect some of the root causes of the consumers’ discontent. Different motivations are distinguished, and accordingly, different responses to each must emerge. The third part highlights implications for global brand marketing, of which the most conceivable and serious outcome is brand avoidance. The authors provide managers with the key elements of the marketing toolbox that might enable firms and brands to navigate the current rough seas.*

**Keywords:** Global brands; anger and fear; anti-globalization backlashes; racial backlashes; environmental backlashes; diversity backlashes

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## INTRODUCTION

When, more than half a century ago, [Leighton \(1970\)](#) called internationalization “The Third Industrial Revolution,” perhaps he had not envisaged what might happen next. First, just over a decade later “globalization” seemed to have taken hold, followed by the collapse of the Soviet Union and about two decades of global growth, with many countries signaling they were “open for business.” But then came today’s rather chaotic environment, where anti-globalization has taken center stage. In an editorial in a major journal, [Luo \(2024\)](#) posited a “paradigm shift” characterized by “volatility and unpredictability. . . geopolitical fractures, nationalistic unilateralism, and trade protectionism” (p. 127). Numerous other observers also describe the current era of disruption in similar ways, often using identical language; for example, the foreign affairs minister of a G7 country stressed that, because of the current geopolitical disruptions, “The tectonic plates of the world order are shifting. . . [and] the structures that are built upon them are fracturing” ([D’Andrea, 2023](#)).

One main result of this environment is consumer anger. Everywhere we look, we see evidence that consumers are angry indeed—whether against each other, against perceived real or perceived outgroups, against other nations, foreign firms, or brands (e.g., [Witkowski, 2005](#)), and against a multitude of issues, ideas, and developments including neoliberalism, macroeconomic conditions, “the establishment,” the elite, housing affordability, resource shortages, supply chain disruptions (particularly during the COVID pandemic), climate change, shifting societal values, and growing secularism, immigration, and cultural diversity, and globalization ([Walter, 2021](#)). Consumer sentiment reflects as well as fuels this state of affairs, resulting in a countermovement against virtually all aspects of the earlier euphoria.

We submit that annoyance, frustration, and hostility over developments in recent years can carry over to specific consumer behavioral responses, inciting and promoting backlashes against foreign and global brands, against those brands and companies perceived as symbols of either too liberal or too conservative ideologies, and, notably from the perspective of firms trying to “do the right thing,” against inclusive marketing campaigns.

Hostility towards globalization stems from exposure to external forces that are fundamentally affecting societies worldwide, and over which consumers believe they have no control ([Cleveland & McCutcheon, 2022](#)). This hostility comprises responses that differ from one another but that, from an emotional perspective, largely share similar antecedents. This paper consists of three main parts, of which the first outlines the main types of consumer hostile reactions to the current environment; the second examines the underlying emotional and cognitive factors that reflect some of the root causes of their discontent; and the third highlights implications for marketing, which may ultimately promote brand avoidance, along with the key elements of the marketing toolbox that might enable firms and brands to navigate the current rough seas.