2013

Business: Accounting, Finance, Management & Marketing Abstracts

Eleventh Annual International Conference on Business: Accounting, Finance, Management & Marketing 1-4 July 2013, Athens, Greece

Edited by Gregory T. Papanikos

THE ATHENS INSTITUTE FOR EDUCATION AND RESEARCH

11th Annual International Conference on Business: Accounting, Finance, Management & Marketing

1-4 July 2013, Athens, Greece

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(In Alphabetical Order by Author's Family name)

Preface

This abstract book includes all the abstracts of the papers presented at the *11th Annual International Conference on Business: Accounting, Finance, Management & Marketing, 1-4 July 2013,* organized by the Athens Institute for Education and Research. In total there were 72 papers and 83 presenters, coming from 28 different countries (Australia, Belgium, Canada, China, Czech Republic, Finland, France, Germany, Ireland, Israel, Italy, Jordan, Korea, Libya, Malaysia, Morocco, Poland, Romania, Russia, Saudi Arabia, South Africa, South Korea, Sweden, Taiwan, Tunisia, Turkey, UK, USA, and Vietnam). The conference was organized into XVII sessions that included areas such as Accounting and Finance I: Earnings and Financial Performance, Investment and Dividends, Management I: Knowledge, Innovation, R&D, Technology, Logistics, Marketing I: Customers & Consumer Behaviour, Accounting and Finance II: Derivatives and Hedge Funds e.t.c. As it is the publication policy of the Institute, the papers presented in this conference will be considered for publication in one of the books of ATINER.

The Institute was established in 1995 as an independent academic organization with the mission to become a forum where academics and researchers from all over the world could meet in Athens and exchange ideas on their research and consider the future developments of their fields of study. Our mission is to make ATHENS a place where academics and researchers from all over the world meet to discuss the developments of their discipline and present their work. To serve this purpose, conferences are organized along the lines of well established and well defined scientific disciplines. In addition, interdisciplinary conferences are also organized because they serve the mission statement of the Institute. Since 1995, ATINER has organized more than 150 international conferences and has published over 100 books. Academically, the Institute is organized into four research divisions and nineteen research units. Each research unit organizes at least one annual conference and undertakes various small and large research projects.

I would like to thank all the participants, the members of the organizing and academic committee and most importantly the administration staff of ATINER for putting this conference together.

Gregory T. Papanikos
President

FINAL CONFERENCE PROGRAM
11th International Conference on Business: Accounting, Finance, Management & Marketing 1-4 July, Athens, Greece
PROGRAM
Conference Venue:

ORGANIZING AND SCIENTIFIC COMMITTEE

1. Dr. Gregory T. Papanikos, President, ATINER.
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7. Dr. Peter Koveos, Head, Accounting and Finance Research Unit, ATINER & Professor of Finance, Syracuse University, USA.
8. Dr. Cleopatra Veloutsou, Head, Marketing Research Unit, ATINER & Senior Lecturer of Marketing, University of Glasgow, U.K.
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10. Dr. David A. Frenkel, Head, Law Research Unit, ATINER & Professor, Ben-Gurion University, Beer-Sheva, Israel.
11. Dr. Peter Yannopoulos, Academic Member, ATINER & Professor, Brock University, Canada.
12. Dr. Matteo Rossi, Academic Member, ATINER & Assistant Professor, University of Sannio, Italy.
13. Geneviève A. Bonin, Academic Member, ATINER & Assistant Professor, University of Ottawa, Canada.
14. Dr. Vasileios Filios, Academic Member, Accounting and Finance Research Unit, ATINER & Associate Professor of Accounting, University of Ioannina, Agrinio, Greece.
15. Ms. Lila Skountridaki, Researcher, ATINER & Ph.D. Student, University of Strathclyde, U.K.
16. Mr. Vasilis Charalampopoulos, Researcher, ATINER & Ph.D. Student, University of Stirling, U.K.

Administration

Fani Balaska, Stavroula Kiritsi, Eirini Lentzou, Konstantinos Manolidis, Katerina Maraki & Celia Sakka

CONFERENCE PROGRAM

(The time for each session includes at least 10 minutes coffee break)

Monday 1 July 2013

08:00-09:00 Registration

09:00-09:30 Welcome and Opening Remarks

- Dr. Gregory T. Papanikos, President, ATINER.
- Dr. George Poulos, Vice-President of Research, ATINER & Emeritus Professor, University of South Africa, South Africa.

09:30-11:30 Session I (Room A): Accounting and Finance I: Earnings and Financial Performance, Investment and Dividends **Chair:** Peter Koveos, Head, Accounting and Finance Research Unit, ATINER & Professor of Finance, Syracuse University, USA.	**09:30-11:30 Session II (Room B): Management I: Knowledge, Innovation, R&D, Technology, Logistics** **Chair:** Sharon Bolton, Head, Management Research Unit, ATINER & Professor & Head, School of Management, University of Stirling, U.K.	**09:30-11:30 Session III (Room C): Marketing I: Customers & Consumer Behaviour** **Chair:** Cleopatra Veloutsou, Head, Marketing Research Unit, ATINER & Senior Lecturer of Marketing, University of Glasgow, U.K.
1. Henry Tam, Associate Professor, York University, Canada & Liona Lai, Associate Professor, York University, Canada. Corporate Governance, Ownership Structure and Managing Earnings to Meet Critical Thresholds among Chinese Listed Firms. (Accounting) 2. Jingrong Lin, Assistant Professor, University of Massachusetts at Lowell, USA, Chen Chen, Assistant Professor, University of Auckland, New Zeeland & Yi Hu, Research Fellow, Chinese Academy of Science, China. Accounting Conservatism and Corporate Investment Decisions: Evidence from a Structural Assessment. (Finance) 3. Tunyarputt Kiaterittinun, Lecturer, Swinburne University	1. Robert C. Lieb, Professor of Supply Chain Management, Northeastern University, USA. The Evolution and Status of the Global Third Party Logistics Industry. (Management) 2. Lu-Jui Chen, Associate Professor, Ming-Chuan University, Taiwan, Feng-Hsu Liu, Assistant Professor, Shih Hsin University, Taiwan, Sheng-Te Chou, Assistant Professor, Chinese Culture University, Taiwan & Hung Tai Tsou, Assistant Professor, Ming Dao University, Taiwan. Knowledge Creation and Importance of Subsidiaries: A Study of the Effectiveness of Local Embeddedness and Headquarters' Attention. (Management) 3. Kaja Prystupa-Rzadca, Research and Teaching	1. Tommi Laukkanen, Professor, University of Eastern, Finland. The Role of National Culture and Human Values in Consumer Adoption Behavior. 2. Tareq Hashem, Associate Professor, Philadelphia University, Jordan. Motives and Determinants of Using Jordan as a Destination from Tourists' Perspectives. (Marketing) 3. Nektarios Tzempelikos, Senior Lecturer, Anglia Ruskin University, UK. Assessing Customer Value in Key Account Management Relationships. 4. Mehdi Sayarh, PhD Student, Clermont University, France & Sonia Capelli, Professor, Clermont University, France. The effects of the Customer Participation in Communication

of Technology, Australia & Nicholas Mroczkowski, Lecturer, Australian Catholic University, Australia. An Empirical Examination of Price-Effect Differentials between Family and Non-Family Listed Firms. (Finance) 4. Lulu Wang, PhD Student and Researcher, Goethe University Frankfurt, Germany. Conditional Effects of Covenants on Loan Pricing. (Finance) 5. Ijaz Ali, PhD Student, CERAG Research Laboratory, University of Grenoble, France. Appearance and Disappearance of Dividends: Evidence from Europe. (Finance)	Assistant, Kozminski University, Poland & Dominika Latusek-Jurczak, Kozminski University, Poland. Collaboration and Trust-building in Virtual Open Innovation Community. 4. Fan Yang, Student, Beijing Institute of Technology, China, Xuefeng Wang, Professor, Beijing Institute of Technology, China, Donghua Zhu, Professor, Beijing Institute of Technology, China & Rongrong Li, Student, Beijing Institute of Technology, China. Analysis on the Trends of R&D in the BRIC Countries' Nanomaterials Based on the Patents Data. (Management)	(Marketing) 5. Thi Tuyet Mai Nguyen, Deputy Editor-in-Chief, Journal of Economics and Development, National Economics University, Vietnam, Jerman Rose, Washington State University, USA & Vu Hung, National Economics University, Vietnam. An Investigation into Antecedents and Consequences of Urban Vietnamese Consumers' Impulse Buying Behaviour.
11:30-13:00 Session IV (Room A): Accounting and Finance II: Derivatives and Hedge Funds **Chair:** Henry Tam, Associate Professor, York University, Canada	**11:30-13:00 Session V (Room B): Management II: CSR, Leadership, Measurement and Evaluation** **Chair:** George Poulos, Vice-President of Research, ATINER & Emeritus Professor, University of South Africa, South Africa.	**11:30-13:00 Session VI (Room C): Marketing II: Product and Brand Management** **Chair:** Nicholas Pappas, Vice-President Academics, ATINER & Professor, Sam Houston University, USA.
1. Ramzi Ben Abdallah, Professor, University of Quebec at Montreal, Canada. Pricing Options Embedded in Bonds under Jump-Diffusion Interest-Rate Models. (Finance) 2. Gregory Koutmos, Professor, Fairfield University, USA.	1. Burcu Eker Akgoz, Lecturer, Bahcesehir University, Turkey & Elif Engin, Instructor, Bahcesehir University, Turkey. The History of Corporate Social Responsibility in Turkey: Analysis of Koç Holding and Sabancı Holding's Social	1. Ede Lazar, Associate Professor, Sapientia – Hungarian University of Transylvania, Romania. A Price Test Using Binomial Logistic Regression Model. (Marketing) 2. *Nicholas Grigoriou, Lecturer, Monash University – Sunway

Hedge Funds: Market Timing and the Dynamics of Systematic Risk. (Finance)

3. Hung-Chun Liu, Associate Professor, Minghsin University of Science & Technology, Taiwan & Jui-Cheng Hung, Associate Professor, Chinese Culture University, Taiwan. The Economic Value of Information Frequencies and Conditional Correlation Specifications on Dynamic Futures Hedge. (Finance).
4. Rami Yosef, Professor, Ben-Gurion University of the Negev, Israel. Floor Options on Structured Products and Life Insurance Contracts. (Finance)

Responsibility Practices. (Management)

2. *Nicholas Mangos, Senior Lecturer, Flinders University Adelaide, Australia & Fernando Pineda Izquierdo, Masters Student, Flinders University Adelaide, Australia. Sustainability Performance Practices in the Cruise Tourism Industry: P&O Australia Compared to Attica Group Greece. (Management)
3. *Vivienne Mangos, Senior Lecturer, TAFE Institute, Australia. Australian Teacher Aides – Addressing the Educational Management Issues of a Marginalised Workforce. (Management)
4. Rongrong Li, Student, Beijing Institute of Technology, China, Xuefeng Wang, Professor, Beijing Institute of Technology, China, Donghua Zhu, Professor, Beijing Institute of Technology, China & Xingrong Xu, Student, Beijing Institute of Technology, China. Measuring and Assessing the Development of Nanotechnology Based on Bibliometric Analysis. (Management)
5. Tom Redman, Professor, Durham University, UK. The Antecedents of Union Commitment and Participation: Evaluating Moderation Effects across Unions.

Campus, Malaysia. Level of Consumer Involvement and New Product Development: The Moderating Role of Product Type. (Marketing)

3. George Rossolatos, PhD Student, University of Kassel, Germany. On the Textual Economy of Brand Equity: Accounting Semiotically for the Difference between Axiology and Linguistic Value.
4. Emeline Martin, Ph.D. Student, Clermont University, France & Sonia Capelli, Director, Clermont University, France. A Brand for a Region: Legitimate Strategy or Marketing Felony? – The Case of France and the Auvergne Region.

13:00-14:00 Lunch

14:00-15:30 Session VII (Room A): Country and Area Studies	14:00-15:30 Session VIII (Room B): Marketing III: International Marketing
Chair: Robert C. Lieb, Professor of Supply Chain Management, Northeastern University, USA.	**Chair:** *Nicholas Grigoriou, Lecturer, Monash University, Malaysia.
1. *Hans Bystrom, Professor, Lund University, Sweden. Do Chinese Investors Read News? (Finance) 2. Peter Koveos, Professor and Director, Syracusee University, USA & Yimin Zhang, China's Financial Markets: Why Aren't they Open? 3. Suzanne Kievet, Lecturer, Univeristy of Stellenbosch, South Africa. Contradictory Laws in the Quest to Alleviate Unemployment. (Accounting) 4. Tailan Chi, Professor, University of Kansas, USA. China's Economic Reform and the Creation and Development of Business Groups: A Comparative Institutional Perspective. (Monday) 5. Lal C. Chugh, Professor, University of Massachusetts Boston, USA. Responses and Results to European Crisis.	1. Christine Edwards, Lecturer, Course Coordinator & Tutor, Eynesbury Institute of Business and Technology & University of South Australia, Australia & Ronald Donato, Professor, University of South Australia, Australia. Marketing Concept Comprehension and Recall through Imagery – The Case of International Students. 2. Daire Hooper, Lecturer, Dublin Institute of Technology, Ireland. Exploring the Impact of Culture on Customer Satisfaction Metrics. (Marketing)

15:30-17:30 Session IX (Room A): Accounting and Finance III: Studies in Financing and Financial Performance I
Chair: *Hans Bystrom, Professor, Lund University, Sweden.

1. Fen-May Liou, Professor, Chihlee Institute of Technology, Taiwan & Borliang Chen, Associate Professor, National United University, Taiwan. Valuation Model of Project Portfolio under Uncertainty. (Finance)
2. K-Rine Chong, Assistant Lecturer, University Tun Abdul Razak, Malaysia, Ben Chin-Fook Yap, Senior Lecturer, University Tun Abdul Razak, Malaysia & Zulkifflee Mohamad, Assistant Professor, Deputy Dean, University Tun Abdul Razak, Malaysia. A Study on the Application of Factor Analysis and the Distributional Properties of Financial Ratios of Malaysian Companies. (Finance)
3. Jying-Nan Wang, Assistant Professor, Michigan University of Science and Technology, Taiwan & Yuan-Teng Hsu, Ph.D. Student, Yuan Ze University, Taiwan. New Perspective on Portfolio Risk: Properties and Applications of the CoPVaR. (Finance)
4. Michal Bresky, Researcher, CERGE-EI, Czech Republic. Bidding in the Treasury Auctions and the Effect of the Seller's Strategy.

21:00-23:00 Greek Night and Dinner (Details during registration)

Tuesday 2 July 2013

08:30-10:30 Session X (Room A): Accounting and Finance IV: Auditing and Standards **Chair:** *Subramanian Sivaramakrishnan, Associate Professor, University of Manitoba, Canada	08:30-10:30 Session XI (Room B): Accounting and Finance V: Studies in Financing and Financial Performance II **Chair:** *A.J. Otjen, Professor, Montana State University, Billings, USA.
1. Sun A Kang, Assistant Professor, Chungnam National University, South Korea. An Empirical Study on Value Relevance of K-IFRS Adoption. (Accounting) 2. *Alessandro Ghio, PhD Student, University of Pisa, Italy. Accounting Gaps: Empirical Evidence from a Case Study. 3. Nedal Sawan, Professor, Liverpool Business School, UK. Perceptions of Auditing and the Provision of Non-Audit Services: Case Study in Libya. (Accounting) 4. Hani Shaiti, Lecturer, University of Bedfordshire, UK, Yanqing Duan, Professor, University of Bedfordshire, UK & Magdy Abdel-kader, Professor, Anglia Ruskin University, UK. Investigating the Relationship between Enterprise Resource Planning (ERP) System and Internal Control: Exploratory Study. (Accounting) 5. Imen Ben Slimene, PhD Student, EDSG-CERAG, France. The Trade-Off Between Real Activities Manipulation and Accrual –Based Earnings Management in Europe: The Effect of Audit Quality.	1. *Peter Theuri, Professor, Northern Kentucky University, USA & Amy Messen, Professor, Northern Kentucky University, USA. Minnesota Casting Corporation: A Revenue Recognition Case Study. (Accounting) 2. Khaoula Thabet Ferchichi, Doctorant, University of Auvergne – CRCGM, France & Mohamed Arouri, Professor, University of Auvergne – CRCGM, France. Enterprise Risk Management and Firm Value: A Meta-analysis. (Finance) 3. El Mehdi Ferrouhi, PhD Student, Mohammed 5 University, Morocco & Abderrassoul Lehadiri, Professor, Mohammed 5 University, Morocco. Financial Crisis, Banks' Size and Determinants of Moroccan Banks' Liquidity. 4. Reabetswe Kgoroeadira, PhD Student, Cranfield University, UK. New Technology, Same Old Story? Factors Driving Credit Allocation for Small Business Loans on Commercial Peer-to-Peer Lending Websites. (Finance)

10:30-12:00 Session XII (Room A): Accounting and Finance VI: Accounting Practices **Chair:** *Alessandro Ghio, PhD Student, University of Pisa, Italy.	10:30-12:00 Session XIII (Room B): Management III: Performance, & Managerial Practice **Chair:** Nedal Sawan, Professor, Liverpool Business School, UK.	10:30-12:00 Session XIV (Room C): Marketing IV: Managing the Marketing Efforts **Chair:** Thi Tuyet Mai Nguyen, Deputy Editor-in-Chief, Journal of Economics and Development, National Economics University, Vietnam.
1. Abdelsalam Alkizza, Lecturer, University of Benghazi, Libya.	1. *Adina Dudau, Lecturer, University of Glasgow, UK. Revisiting Leadership in Public	1. Sridhar Moorthy, Professor, University of Toronto, Canada & Yongmin Chen,

Cost Accounting Practices in Libya. 2. Monique Keevy, Lecturer, University of Johannesburg, South Africa. An Analysis of Accounting Academic's Awareness of, and Ability to Deliver, Pervasive Qualities and Skills. 3. Georgios Kominis, Lecturer, University of Glasgow, UK, Adina Dudau, Lecturer, University of Glasgow, UK & Alvise Favotto, University of Glasgow, UK. A Multifaceted Approach to the Construct of Rewards Lessons from the Private Sector. (Accounting) 4. Liudmila Guzikova, Associate Professor, Saint-Petersburg State Polytechnic University, Russia. Competition Analysis of Mortgage Housing Credit Market in Russia.	Partnerships: The Case of Local Safeguarding Children Boards. (Management) 2. Emrah Aydemir, PhD Student, Istanbul University, Turkey and Research Assistant, Firat University, Turkey and Mustafa Seker, Strategic Planning Department, Expert, Abdullah Gul University, Turkey Hospital Managers' Sense of Corporate Reputation and the Interaction between Corporate Reputation Practices and Organizational Culture: An Example from the Central Anatolian Region of Turkey. (Management) 3. Selcan Yesilyurt, Instructor, Bahcesehir University, Turkey & Idil K Suher, Associate Professor, Bahcesehir University, Turkey. Relationship Management Function of Corporate Communication: Long-Term Relationship or Short-Term Impact. (Management)	Professor, University of Colorado, USA. Channel Strategy When Consumers Comparison Shop. 2. A.J. Otjen, Professor, Montana State University, Billings, USA & Sarah Keller, Montana State University, Billings, USA. Marketing the Reasons for a City Library in the Face of Negative Attitudes. (Marketing) 3. *Subramanian Sivaramakrishnan, Associate Professor, University of Manitoba, Canada & Eui-Kyun Lee, Graduate Student, University Of Manitoba, Canada. Effects of Environmental Identity and Perceived Responsibility for Environmental Degradation on Consumers' Feeling of Collective Guilt. (Marketing) 4. Holger Wendt, PhD Student, Coventry University, UK, Richard Anderson, MBA Program Manager, Senior Lecturer, Coventry University, UK & Katja Kuhn, Academic Dean, Management and Engineering, SRH University Heidelberg, Germany. Conceptualising the Corporate Cultural Fit – A Global Account Management Perspective. (Marketing)

12:00-13:30 Session XV (Room A): Accounting and Finance VII: Corporate Governance **Chair:** James Mallett, Professor, Stetson University, USA.	12:00-13:30 Session XVI (Room B): Marketing V: Marketing Communications **Chair:** *Adina Dudau, Lecturer, University of Glasgow, UK.
1. Sylvie Berthelot, Professor, University of Sherbrooke, Canada & Michel Coulmont, Professor, University of Sherbrooke, Canada. The Global Reporting Initiative (GRI) and its Users: A 10-Year plus Retrospective. 2. Michel Coulmont, Professor, University of Sherbrooke, Canada, Sylvie Berthelot, Professor, University of Sherbrooke, Canada & Marjolaine Lapierre, Supervisor, PricewaterhouseCoopers LLP, Canada. The Corporate Social Responsibility Reporting of Canadian Banks and the Neo-Institutional Theory. 3. Anna-Retha Smit, Lecturer, University of Stellenbosch, South Africa. The Effect of Board Composition on the Quality of Reported Earnings. 4. *Desmond Tsang, Associate Professor, McGill University, Canada. Go Before the Whistle Blows: An Empirical Analysis of Director Turnover and Financial Fraud. 5. Rani Hoitash, Associate Professor, Bentley University, USA, Olubunmi Faleye, Associate Professor, Northeastern University, USA & Udi Hoitash, Assistant Professor, Northeastern University, USA. Industry Expertise on Corporate Boards.	1. Mihalis Kuyucu, Assistant Professor, Istanbul Aydin University and GBTimes Turkey Media / G.M., Turkey. Marketing of Radio Stations: A Research about How Radio Stations Market Themselves in Turkey. (Marketing) 2. Patrick Vyncke, Professor, Ghent University, Belgium. The Two Minds of the Consumer. New Insights into Peripheral Advertising Processing and the Concept of Persuasion Cues. 3. Ya-Ling Chiu, Assistant Professor, Tungnan University, Taiwan & Chia-Yuan Jiang, Assistant Professor, Taiwan. Why Customers are Loyal to a Particular Online Discount Voucher: Mediating Effects of Affective Commitment. (Marketing)

13:30-14:30 Lunch

14:30-16:30 Session XVII (Room A): Accounting and Finance VIII: Market Movements and Co-Movements
Chair: *Desmond Tsang, Associate Professor, McGill University, Canada.

1. Besma Hkiri, Assistant Professor, University of Sousse, Tunisia. Sector Price Co-Movements and Portfolio Risk Assessment in the Saudi Market: A Wavelet Coherency Analysis. (Finance)
2. James Mallett, Professor, Stetson University, USA. Disruptive Technology and Financial Market Volatility. (Finance)
3. Omar Meharzi, PhD Candidate, CERAG-UPMF, France. Herding Behavior in the French Stock Market: A Sectoral Empirical Analysis.(Finance)
4. Dimitra Papadovasilaki, PhD Candidate, University Nevada Reno, USA, Federico

Guerrero, Amanda Safford, James Sundali and Gregory R. Stone. Booms, Crashes and Early Investment Experience in a Laboratory Experiment. (Finance)

5. David Morelli, Lecturer, University of Kent, UK. Momentum Profits and Conditional Time-Varying Systematic Risk.
6. Youngchan Kim, Professor, Yonsei University, South Korea, Byunghwa Yang, Professor, Kangwon University, South Korea & Min Jeong Ko, PhD Student, South Korea. Dual Routes to Customer Loyalty: A Comparison and Integration of an Exchange-based vs. a Relational-based Approach.

17:30-20:30 Urban Walk (Details during registration)

21:00- 22:00 Dinner (Details during registration)

Wednesday 3 July 2013

Cruise: (Details during registration)

Thursday 4 July 2013

Delphi Visit: (Details during registration)

Accounting

Abdelsalam Alkizza
Lecturer, University of Benghazi, Libya

Cost Accounting Practices in Libya

Cost accounting systems are used to serve a number of objectives classified generally into three main groups; product costing, control and decision making. Obtaining these objectives requires a classification of costs according to different criteria and using cost accounting means to provide information fulfilling the special needs of each objective. This study attempts to explore the characteristics of cost accounting systems in Libya and critically evaluate the status of cost accounting practices in Libyan companies (summarising the results of previous studies) by comparing them with practices implemented by companies in other developing, emerging and developed countries.

The study arrived to a general conclusion that cost accounting in Libya is still in its very early stages in terms of the realisation of its importance and the practices implemented by companies. In addition, traditional cost accounting systems are still dominant in Libya as in many other countries, with differences in the way of using them. in other words, despite the availability of cost accounting position and systems in many Libyan companies, the preparation and use of cost information may not serve cost goals in a prober way.

Sylvie Berthelot
Professor, University of Sherbrooke, Canada
&
Michel Coulmont
Professor, University of Sherbrooke, Canada

The Global Reporting Initiative (GRI) and its Users: A 10-Year plus Retrospective

In 1997, the Coalition for Environmentally Responsible Economies (CERES) created the "Global Reporting Initiative" with the aim of developing an accountability mechanism to ensure corporate compliance with the CERES Principles for responsible environmental conduct. A year later, a multi-stakeholder Steering Committee was established to develop GRI guidance. In 2000, the first version of these guidelines was launched with a broader scope to include social, economic, and governance as well as environmental issues. GRI guidance became a sustainability reporting framework and the GRI became a multi-stakeholder and independent institution. G2, a second generation of guidelines, was launched in 2002 followed by a third version, G3, in 2006. In March 2011, GRI published the G3.1 guidelines – an update and completion of G3, containing expanded guidance on reporting gender-, community- and human rights-related performance. The organization is now working on the fourth version. Over the past years, GRI guidelines have become an important international reference in sustainability reporting. The purpose of the study is to build a portrait of GRI guideline users from 1999 to 2011. More specifically, we were interested in the size and type of organization, the sectors in which they operate, their geographical origin and the application (C, B, and A) and assurance levels (self-declared, GRI-checked and third-party-checked) preferred by the "user" organizations. Our results show that GRI Guidelines have more followers (from 12 in 1999 to 1,851 in 2011), that the levels of application and assurance tend to be higher, and that European firms top the followers' list, trailed by Asian and then American firms. In addition, although the followers are overwhelmingly large corporations, it was noted that small and medium-sized enterprises are more likely to use the guidelines. This growing popularity suggests that more attention should be paid to the training of users of sustainability reports.

Michel Coulmont
Professor, University of Sherbrooke, Canada
Sylvie Berthelot
Professor, University of Sherbrooke, Canada
&
Marjolaine Lapierre
Supervisor, PricewaterhouseCoopers LLP, Canada

The Corporate Social Responsibility Reporting of Canadian Banks and the Neo-Institutional Theory

The context of Canadian banks provides an opportunity to examine the development of their corporate social responsibility reports in light of arguments advanced by the neo-institutional theory. On the one hand, in 2002, Canada amended its regulation in order to require banks and insurance companies to produce corporate social responsibility reports and created an agency to oversee and control its application. A content analysis of the corporate social responsibility reports published since 2002 by the six largest Canadian banks indicates that, following the implementation of this regulation, they all produced corporate social responsibility reports that met these requirements. This compliance can be associated with a response to coercive isomorphic mechanism. On the other hand, we note that the Canadian markets are dominated by six large banks representing more than 90% of the banking sector's assets. This dominant market position also explains why, after 2002, Canadian banks voluntarily engaged in corporate social responsibility reporting that exceeded the regulatory requirements. They can gain greater moral legitimacy, in spite of substantial profitability quarter after quarter, due to their oligopolistic position. We can associate this commitment with normative isomorphism. Finally, we also note mimetic isomorphism between these banks' corporate social responsibility reports. According to the principle of mimetic isomorphism, organizations are seen to imitate their peers that are perceived as having successful reporting practices. The analysis of the characteristics of the corporate social responsibility reports of the six Canadian banks suggests that the smallest banks tend to imitate the largest. The study raises new points for consideration in the realm of corporate social responsibility reporting.

Alessandro Ghio
PhD Student, University of Pisa, Italy

Accounting Gaps: Empirical Evidence from a Case Study

In the last few years, accounting frauds had serious consequences on stakeholders. Enron and WorldCom in the U.S.A., Parmalat in Italy can be taken as examples of this phenomenon. The case of Ahold, a food Dutch corporation operating in the grocery retailing and wholesaling, was the first European accounting scandal. In 2003 auditors discovered several accounting irregularities; therefore, they had to restate 2000 and 2001 earnings. Wrongly reporting promotional allowance, joint ventures, goodwill and other minor accounts, managers misstated the financial reports for more than $800 million. This scandal involved lack of transparency in financial reports, corporate governance issues, investments in completely different businesses, accounting rules divergences, outsiders' role and government bodies' reactions.

In this paper I will show that the difference among the various accounting standards (IAS/IFRS, U.S. GAAP and national GAAP) was the factor that made this fraud possible. Moreover, I will analyze the reasons why auditors failed to prevent and detect financial misstatements.

Sun A Kang
Assistant Professor, Chungnam National University, South Korea

An Empirical Study on Value Relevance of K-IFRS Adoption

This study empirically examines how much the newly produced accounting information according to K-IFRS adopted by Korea in 2011 effects the firm value differently. To supplement the limitation of previous studies, which compared results changes before and after new accounting standard, this study investigates whether the results calculated according to the old standard (K-GAAP: Local Standards) and the new standard (K-IFRS: International Standards) based on the same fiscal year 2010 shows difference on value relevance. This study analyzes the samples of total 1,441 firms listed on the Korea exchange (KRX) that had a fiscal year ending in December, 2010 excluding financial institutions, and it performs Vuong's Z test and the test for parallelism for each regression coefficient on the samples.

The results show no difference in usefulness of accounting information according to changes of accounting standard from K-GAAP to K-IFRS. They confirm that the value relevance of earnings is still high, and the relative usefulness of cash flow information, a component of earnings, increased from the results of disaggregation model. We can get the consistent results after controlling the loss firms, and reconfirms the difference in accounting information's relative value relevance by market segmentation through sensitivity analysis. It implies that there is no difference of value relevance on accounting information between old GAAP and new GAAP, and it is still properly reflected on the firm value.

As an initial study analyzing the effectiveness of accounting standard changes, it shows very timely and appropriate results. It is meaningful that it overcomes the problem of prior studies by employing the "same firm year" research design. It is expected that we make it possible to directly compare it with the European results under the Common Law system by providing Korean case that has the Code Law system in Asia.

Monique Keevy
Lecturer, University of Johannesburg, South Africa

An Analysis of Accounting Academic's Awareness of, and Ability to Deliver, Pervasive Qualities and Skills

Globally, accounting bodies have moved away from a purely knowledge-based syllabus. Accounting academics are faced with the challenge of ensuring that aspirant professional accountants are equipped not only with specific competencies (technical competencies), but also with pervasive qualities and skills (non-technical competencies). Questions regarding academics' ability to deliver the latter component are being raised. This study aims to investigate accounting academics' perceptions on the awareness of, and the ability to deliver, pervasive qualities and skills to aspirant professional accountants. The data was collected through questionnaires sent to accounting academics at SAICA-accredited academic programmes. The findings revealed that academics are aware of the expectation to deliver these competencies. However, academics hold the view that they are not best suited to ensuring that aspirant professional accountants are equipped with these competencies. The findings of this study create a platform for continued discussion among accounting academics on how they can equip aspirant professional accountants with pervasive qualities and skills.

Suzanne Kievet
Lecturer, Univeristy of Stellenbosch, South Africa

Contradictory Laws in the Quest to Alleviate Unemployment

Unemployment is currently a major problem in South Africa. The extent to which labour laws should be reformed to facilitate labour market 'flexibility' also continues to be a subject of contention. While there are many factors that contribute to explain high unemployment, it remains a fact that foreign investors and local entrepreneurs' Investment remains crucial for job-creation.

This article discusses the conflicting legislation that currently presides where the selling of a business as going concern is at stake in South Africa. According to the Labour Relations Act, both the former and prospective employers are held liable for the payment of contingent liabilities in cases where a business is sold as a going concern. In contrast to this, according to current Income Tax law,it is highly unlikely thatneither the former employer (seller) nor the prospective employer (buyer) will enjoy a tax deduction regarding these contingent liabilities.

The article concludes that it is imperative that contradictory legislation be avoided, in the quest to alleviate unemployment.

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&
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A Multifaceted Approach to the Construct of Rewards Lessons from the Private Sector

The existing empirical research on the perceived value and motivational impact of the different rewards has produced mixed results to date. So far, this literature has relied predominantly on the extrinsic/intrinsic reward dichotomy, both in theoretical contributions (Ansari 1977; Flamholtz et al. 1985; Malmi and Brown 2008) and empirical studies (Kominis and Emmanuel 2007; Bourguignon 2004). However, the construct validity of this dichotomy has been called into question by a number of commentators, who suggest that it may be inadequate to capture the multidimensionality of the reward value construct in an organizational setting (Elizur 1984; Kunz and Pfaff 2002; Guzzo 1979; Broedling 1977). On the practical level, individuals are likely to fail to unambiguously categorize rewards based on this definitional distinction (Dyer and Parker 1975; Kanungo and Hartwick 1987). It follows that the unequivocal capability to distinguish between different forms of rewards becomes critical for the research on the perceived value of the different rewards and the design of desirable reward systems in practice.

The purpose of this project is to review and critically evaluate the existing literature in the area of rewards in both the private and the public sector and propose a new multifaceted theoretical structure of the construct of perceived reward value. A multifaceted construct of reward value, encompassing instrumental-material, affective-social and cognitive- psychological dimensions (Elizur 1984; Elizur and Sagie 1999), may be more capable of reflecting the value managers assign to different rewards and predicting front line professionals' responses to them, than the more traditional intrinsic/extrinsic dichotomy. We approach the theoretical transfer from private to public sector context with caution. While we acknowledge the two sectors to be fundamentally different, we also are of the opinion that there is a real need for theoretical synergy at a time of rapid transformations for public sector service users. Therefore, we put forward a conceptual model of reward value which is applicable to both private and public sector settings.

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Perceptions of Auditing and the Provision of Non-Audit Services: Case Study in Libya

This paper examines whether non audit service are associated with audit quality. In relation to the impact of non-audit service on audit quality, the provision of NAS to audit clients was found to provide auditors with greater experience of the client's industry and greater access to the client's accounting system. Additionally, such an arrangement was considered to enhance audit quality, but simultaneously it was also believed that a separation of NAS from audit services was desirable since auditors are perceived to have greater credibility when the demarcation is clear. A questionnaire was used to collect data. To confirm and support the questionnaire findings semi-structured interviews were conducted the data used for this study was collected from two sources: the demand side (Libyan oil companies) and the supply side (audit firms working in Libya).

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Investigating the Relationship between Enterprise Resource Planning (ERP) System and Internal Control: Exploratory Study

Internal control is one of significant process which is design to enhance the operation efficiency, promote reliability of the financial information, and ensure the compliance with applicable laws and regulations. However, the literature in hand had identified a gap in the area of internal control procedures and especially the area of the relationship between an integrated information systems, such as Enterprise Resource Planning system (ERP) and internal control procedures.

The aim of this research is to investigate the effect of ERP systems success in providing adequate effective internal control procedures. In order to explore this relationship, this research had identified three propositions derived from the existing literature. First proposition address the relationship between ERP success and the research's contingency variables (strategy, structure, size, management support, organisational culture, ERP band and the maturity of ERP systems). Second proposition refers to the relationship between the internal control procedures and the seven contingency variables. Last proposition outline the impact of ERP systems success on internal control procedures.

Preliminary result based on exploratory study found that different companies follow different requirements and that mainly depends on ownership. Additionally, the study indicated that the eight components of COSO's ERM framework (internal environment, objective setting, event identification, risk assessment, risk responses, control activities, information& communication, and monitoring) are considered by the study's sample, however there are variations regarding their level of consideration. Generally, it found that ERP systems have reduce the cost, increase producing results and reports, reduce the errors, and interestingly improve internal control procedures. However, the impact of ERP system can be different from company to another. The study

concludes that further quantitative study is requires to explain the impact of ERP system success on internal control procedures and to measure the effect of the seven contingency variables.

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The Trade-Off Between Real Activities Manipulation and Accrual –Based Earnings Management in Europe: The Effect of Audit Quality

Much of the prior research on the effects of audit quality on earnings management has focused on the detection of abnormal level of discretionary accruals. This paper extends the literature and examines the effects of Big 4 and auditor industry expertise on earnings management through real activities manipulation. Based on a sample of European firms listed over 2007 to 2010, we study whether European firms resort to real earnings management when their ability to employ accruals_ based management is constrained by higher quality auditors. The main findings suggest that European firms audited by Big 4 or industry specialist auditors are more likely to manipulate real activities.

Anna-Retha Smit
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The Effect of Board Composition on the Quality of Reported Earnings

Corporate governance principles were developed to address the agency problem. The board of directors is the focal point of the corporate governance system and is responsible for the performance of the company. The concept of earnings quality is described as a summary indicator of financial reporting quality. This study sheds light on the effectiveness of corporate governance for South African companies listed on the Alternative Exchange (AltX) by investigating whether the composition of the board affects the quality of reported earnings. It is a requirement of the King Report on Corporate Governance that the board should comprise a balance of executive and non-executive directors, with a majority of non-executive directors. The non-executive directors are generally appointed to monitor the behaviour of management. It was expected that companies with a higher percentage of non-executive directors on the board would be more effective in monitoring and thus apply more conservative accounting practices, that will result in higher quality earnings. Conservative accounting practices imply more timely recognition of losses and less timely recognition of gains. In contradiction to the expectation no evidence was found that losses are reflected in earnings on a timelier basis nor that gains are reflected in earnings on a less timely basis for companies with a higher representation of non-executive directors on the board. The fact that a higher percentage of non-executive directors on the board does not affect earnings quality might be attributable to high levels of financial and corporate transparency that are demonstrated by South African companies. Circumstances that may be supportive of the findings relate to the efficiency of the financial markets and the characteristics of a non-executive director. These findings might be of value to investors, managers and regulators, since it have implications for all of them.

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Corporate Governance, Ownership Structure and Managing Earnings to Meet Critical Thresholds among Chinese Listed Firms

This study investigates the behaviors of Chinese public listed firms in using non-operating below-the-line items to manage earnings to meet rights issuance threshold and to avoid loss or de-listing, and whether ownership structure and certain corporate governance mechanisms are related to such earnings management behaviors. The present empirical analyses using data on Chinese public traded firms in 2000-2001 document that the likelihood of managing earnings to meet rights issuance threshold and to avoid loss or de-listing is negatively related to the adoption of independent directors in the board of directors and to the percentage shareholdings of the largest shareholder and positively related to the percentage share of state ownership. Further investigation documents that relationship between earnings management and the percentage of independent directors in the board is non-linear. There is little evidence, however, that board size, percentage shareholdings of CEO, the duality of CEO and top management position, the quality of external auditor, or foreign ownership is related to such earnings management measure. Using the distribution approach to studying earnings management and its relation to corporate governance and ownership structure, this study supplements the extant literature on the relationship between corporate governance, ownership structure and earnings management using traditional accrual-based measures. This study offers insights to policy makers, particularly those in emerging economies, about the inducement of earnings management behaviors by government regulations and the prescription to deter earnings management behaviors by encouraging certain internal corporate governance mechanisms.

Desmond Tsang
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Go Before the Whistle Blows: An Empirical Analysis of Director Turnover and Financial Fraud

A board of directors is expected to oversee managers but research shows that this oversight is imperfect. This study investigates whether outside directors are aware of financial frauds by examining the abnormal turnover of these directors *during* the period *before* frauds are discovered and *before* lawsuits are filed. Given that outside directors are subject to various forms of reputational penalties if the fraud is discovered, we conjecture that outside directors are more likely to leave the firms, provided they are able to detect frauds.

Our empirical analysis shows there is an abnormal level of turnover of outside directors in fraud firms during the period. We further examine the characteristics of directors and of boards at these fraud firms and find that directors who are female, and those who have large stock ownership at fraud firms, and multiple directorships at other firms are more likely to leave fraud firms before litigation lawsuits are filed. We also show board size and the number of meetings are positively related to abnormal turnover in fraud firms during the fraud committing period.

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&
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Minnesota Casting Corporation: A Revenue Recognition Case Study

There has been a lot of buzz within the accounting profession about revenue recognition. The Minnesota Casting Corporation case presents a real-life research-based discovery of the application of the concept of revenue recognition. It is cast within the automotive manufacturing industry and the revenue recognition issues surrounding a company with customer owned specialized tooling. The company acquires, on behalf of its client, the machinery necessary to produce the inventory item required by the client. Three major issues are to be addressed by students. First is there revenue to be recognized by the manufacturing company given that it adds a small profit margin to the acquisition of the customer owned tooling? Second, when should the revenue from the manufacturing process be recognized? A conversation with the manufacturing company auditors is captured and becomes part of the case study. Finally, the case requires the student to determine what role industry practices play in revenue recognition. In summary, this case attempts to look at GAAP revenue recognition requirements and principles that dictate if a gain or loss is recognized in the presence of multiple deliverables, when that gain or loss should be recognized and where it should be presented on the Income Statement.

AUTHORS' NOTE: This case was written solely for the purpose of stimulating student discussion and in no way reflects effective or ineffective handling of an administrative decision. All events are real, but all names have been disguised at the company's request.

Finance

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Appearance and Disappearance of Dividends: Evidence from Europe

In Europe dividends are not disappearing, rather they are reappearing. In the twenty one European countries under study, old, large, profitable, and firms with high ratios of retained earnings -to-total equity are more likely to pay dividends. The proportion of firms paying common dividends falls from 81.7% in 1990 to 47.9% in 2010. The primary driver for this large decline is the influx of a large number of young and less profitable firms into the database. With the passage of time, successful newly added firms start dividend payment and unsuccessful firms get delisted. On the basis of these findings we expect a rise in the proportion of dividend payers in the future. The contribution of newly born firms, that are expected to be dividend payers but do not pay dividends, is negligible in the overall decline. We also find some evidence in support of dividend abandonments by old firms. Over time, when the influx of new additions to the sample/database slows down, the declining trend in the proportion of dividend payers stops. Non-payers switch to payers at a higher rate than the rate at which payers switch to non-payers. Therefore, the decline in the proportion of dividend payers in Europe seems to be temporary. Indeed, the proportion of dividend payers is expected to increase in future. Our findings support the life cycle theory of dividends and cast doubt on signaling explanations for dividend payments.

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Pricing Options Embedded in Bonds under Jump-Diffusion Interest-Rate Models

In this paper, we examine the application of the multinomial truncated trees proposed by Beliaeva *et al.* (2008) and Beliaeva and Nawalkha (2012) for the approximation of the exponential jump-extensions of the Vasicek (1977) and Cox, Ingersoll, and Ross (1985) (CIR) interest-rate models to the pricing of call and put options embedded in bonds. To do so, we first provide an in-depth convergence analysis of discount bond prices obtained using the truncated jump-diffusion trees to those given by analytical formulas derived in Beliaeva *et al.* (2008) and Beliaeva and Nawalkha (2012) and propose the optimal combinations that allow achieving good levels of numerical efficiency. These jump-diffusion interest-rate models are then calibrated to recent bond data and applied to the pricing of callable and puttable bonds. We finally conduct an extensive numerical sensitivity analysis of the obtained bond and option prices with respect to the input parameters under both exponential-jump-diffusion models.

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Bidding in the Treasury Auctions and the Effect of the Seller's Strategy

The main goal of the paper is to analyze changes in bidding behavior of participants on Treasury auctions arranged by the Ministry of Finance of the Czech Republic and Czech National Bank before, during and after the spillover of the credit crunch crises in 2007 and 2008 in Europe. Most of the auction bidders (more than 75%) are foreign controlled financial institutions or foreign controlled insurance corporations and pension funds. The seller faces a tradeoff between efficiency and revenue. In equilibrium it is optimal to set a positive reservation price both from revenue and efficiency point of view. The reason is that bidders use asymmetric strategies across units in equilibrium. The positive reservation price reduces such an asymmetry. During the crisis the Czech National Bank started to use new extraordinary policy tool-facility. I design a model of the multi-unit auction of Treasury auctions and using the data on individual bidder bids (price-quantity pairs) provided by the Ministry of Finance of the Czech Republic. I compare the impact of various changes in the auction rules on the bidder behavior and the revenue collected in the auction that determines costs of state debt service of the Czech Republic.

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A Study on the Application of Factor Analysis and the Distributional Properties of Financial Ratios of Malaysian Companies

This paper investigates the use of factor analysis on financial ratios as well as examines their distributional properties. 40 listed companies in the Trading and Services sector from the Malaysian Stock Exchange are randomly selected and analyzed over a period of five years from 2006 to 2010. An initial set of 28 financial ratios are factor analysed to obtain a smaller set of significant and useful ratios. It is found that of the seven ratios with the highest factor loadings that are selected, three of the ratios measure leverage and solvency while one each, measure short term liquidity, cash position, profitability and operating asset efficiency. Normality of financial ratios is often assumed in many past studies on forecasts of future company financial performances, prediction of company failures, bond and credit ratings. However, if ratios do not follow the normal distribution, inferences made may be reliable. The distributional properties of the representative set of financial ratios as selected after factor analysis are then assessed for normality. All seven ratios are found to be not normally distributed and positively skewed. After removal of outliers and transformation of values, only one ratio, Earnings before Interest and Tax achieve normality, while Cash Flow to Sales ratio approaches a normal distribution while the other five ratios are still found to be not normally distributed. This study shows that it is not necessary to use the many ratios that are found in the literature for assessing financial performances or the financial conditions of companies. It also shows that financial ratios generally do not display a normal distributional pattern and normality can be improved for some ratios only after remedial actions are taken.

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Responses and Results to European Crisis

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Financial Crisis, Banks' Size and Determinants of Moroccan Banks' Liquidity

This paper analyzes the behavior of Moroccan bank's liquidity during the period 2001 – 2011. The research aims to identify the determinants of Moroccan bank's liquidity. We first evaluate Moroccan banks' liquidity positions through different liquidity ratios to determine the effects of financial crisis on bank's liquidity. We then highlight the effect of banks' size on banks' liquidity. Finally, we identify determinants of Moroccan bank's liquidity using a panel data regression. From results obtained, we can conclude that liquidity has decreased during the last decade. This decline has increased since 2007 with the financial crisis. We also conclude that banks' size is a determinant of banks' liquidity since liquidity is correlated with size of banks. Large banks are more liquid than small banks. The last conclusion is that Moroccan liquidity is determined by the size of banks, the share of own capital in total assets, the return on equity and the unemployment rate. These determinants are positively correlated with Moroccan bank's liquidity while inflation and the financial crisis affect negatively bank's liquidity. The growth rate of gross domestic product, as a macroeconomic variable has no effect on the liquidity of banks in Morocco.

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Competition Analysis of Mortgage Housing Credit Market in Russia

Mortgage housing credit expands current consumption of such a unique economic wealth as dwelling, and has an impact on wide range of socio-economic processes. In emerging economies, mortgage lending plays an important role in the development of market relations in real estate sector.
Mortgage housing credit market is forming actively in Russia since 2005. Now it is fully recovered from the crisis that occurred in 2008. Determining factors in the development of this market are initially exaggerated social expectations, extreme housing problem severity, low incomes of population, weak resource base of commercial banks and undeveloped financial markets.
Today banks offer variety of mortgage credit programs and housing loan products, competing for a limited number of creditworthy borrowers.
The objectives of this research:

- to identify factors affecting competition in the market of mortgage housing credit,
- to work out method of market competition analysis, adjusted for specifics of mortgage housing credit market,
- to calculate and analyze market competition indicators of Russian mortgage housing credit market,
- to provide overall assessment of market competition conditions and trends.

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Sector Price Co-Movements and Portfolio Risk Assessment in the Saudi Market: A Wavelet Coherency Analysis

As the various sector prices in stock markets increasingly move in tandem, diversification and optimal returns are more likely achieved if evolving changes in sector co-movements over time are taken seriously in portfolio management. In fact, it is well documented that industrial sector returns are generally highly correlated with each other's implying limited benefits of portfolio diversification. However, recent studies show that despite of high correlation between sector indices, this correlation linkage is varying over time. Thus, for portfolio managers monitoring risk exposure is essentially a measurement of time-varying correlation between sector returns. In fact, measuring how a risk factor correlated in many time frames may help to expose more information about the sub period easily. Monitoring of market conditions is done through an assessment of the "coherence" among the industry risk factors. The wavelet coherency analysis allows for an assessment of the strength of sector prices co-movements over jointly short term and long term time intervals which are hard to test out using any other standard econometric time-series models. This paper investigates the dependencies between Saudi stock market sectors and assesses their systematic risk over the period 2007-2012. We implement the wavelet coherency approach which simultaneously involves three dimensions; frequency, time and wavelet squared coherency power. The results reveal higher dependencies over time in the long term in sector returns. Furthermore, co-movement behavior exhibit time-varying pattern through the sample period and significant increases after 2007, 2009 and 2012. The results also point out a connection between the wavelet coherency dependencies and the standard multivariate GARCH-DCC. On the financial side, wavelet coherency analysis revealed that the strength of co-movements between selected assets may impact the portfolio's VaR level. This result provides potential implications for portfolio managers in investors in the Saudi stock market in the sense that they are invited to take into account co-movements through frequencies and time when designing their portfolios.

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Industry Expertise on Corporate Boards

We propose a measure of board industry expertise based on the employment histories of independent directors and use this measure to study whether, how, and when related industry experience enhances board effectiveness. We find that board industry expertise is robustly associated with a significant increase in firm value. We examine potential channels for this effect by analyzing the impact of industry expertise on internal innovation and acquisitions as alternative strategies for value maximization. Results suggest that industry experts add value by facilitating investments in innovation. First, board industry expertise has a positive effect on innovation but is not associated with acquisition performance. Second, board industry expertise is significantly associated with CEO termination and compensation incentives that encourage innovation investments. Finally, the extent to which board industry expertise engenders higher firm value depends on the importance of corporate innovation in the firm's value chain.

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New Technology, Same Old Story? Factors Driving Credit Allocation for Small Business Loans on Commercial Peer-to-Peer Lending Websites

The development of information technology is altering the finance market. Recently, commercial peer-to-peer (P2P) lending websites have become an innovative approach of mobilizing and disseminating small business capital. Individuals, wishing to gain interest from their investment, extend credit to entrepreneurs directly, through the internet, without intermediation of traditional institutions like banks. P2P lending landscape changes sharply how potential lenders can extend capital to small businesses.

The purpose of this study is to investigate factors that drive credit allocation for business loans on commercial P2P websites. Since the small businesses sector is heterogeneous, this study will enable us to profile businesses able to acquire funding in this market and see how they compare to typical SMEs. Moreover, we will be able to ascertain whether this market serves anyone new - for example, does it serve businesses that are previously constrained (i.e. early-stage) or businesses that do not fit typical Business Angel funds.

We provide evidence that although P2P lending is a new innovation; mechanisms adopted of eradicating information asymmetry challenges in traditional finance are still valued on P2P websites. All else equal, lenders favor borrowers in low risk credit grades, with proof of income, better employment records and who have access to collateral. Pre-existing relationships remain important determinants of the likelihood that lenders will extend credit to firms - due to reputational effects. Moreover, lenders prefer to extend credit to existing firms than business startups, still indication of same old story. We also provide new evidence on how macroeconomic environment affects the availability of credit in P2P lending - similar to banks; lenders constrict credit during a recessionary period.

Our results suggest that even with radical changes in forms of disseminating entrepreneurial finance, there is substantial stability in the mechanisms of eradicating information asymmetries; hence P2P market is not necessarily serving anyone new. We make three major contributions. Firstly, we profiles businesses that are served by this new innovation and see how they compare to typical small businesses. Secondly, the study offers support for the availability of signals of borrower quality in the entrepreneurship literature as these quality

signals hold true across context. Finally, we represent a first empirical attempt to understand the commercial P2P lending phenomenon and to put it in context with the other sources of financing small business ventures.

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An Empirical Examination of Price-Effect Differentials between Family and Non-Family Listed Firms

Family firms are known to be among the oldest and most successful businesses in the world, with many countries reporting that the great majority of firms within their economies are, in one form or another, family firms. More recently, family firms have also emerged as substantial contributors in capital markets, and in some cases representing more than 20% of entities listed on security markets around the world (Mroczkowski & Tanewski, 2005). Given the emerging importance of family firms, and increasing evidence that governance structures are tighter within family firms (thus providing less incentives for managerial shirking and therefore little, if any, opportunity for rent extraction), this study examines market reaction to funding mechanisms announced by both family and non-family firms. Specifically, using an event study approach, the paper reports empirical evidence of announcement effects from private placements in Australia during the pre-GFC period. While significant positive price effects from private placements are revealed, the results show that family firms exhibit no significant reaction on the event date while non-family firms react positively and significantly on the event date. Interestingly however, when observing after the event date returns, significant share price reaction to private placement announcements is observed for family firms but not for non-family firms. Thus, while there appears to be a delay in market reaction to private placements for family firms, the results suggest that even for family firms, the possibility of enhanced monitoring through private placements, conveys 'good news' to market participants. This is contrary to our expectations of an immediate negative price reaction given the potential for private placements to dilute family control.

Gregory Koutmos
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Hedge Funds: Market Timing and the Dynamics of Systematic Risk

There is a growing body of literature dealing with the market timing abilities of hedge fund managers and the degree to which these managers can earn alpha returns, i.e., returns unrelated to general market movements. The assumption however is that the relationship of hedge fund returns to markets movements, the so-called beta parameter, is constant through over time.

The purpose of this paper is to test the market timing abilities of hedge fund managers and the possibility that beta coefficients are time-varying. More specifically, this study provides answers to the following questions:

a) Is the systematic risk (beta) of hedge funds with a variety of investment styles time varying?

b) Is the systematic risk higher during market downturns (i.e., asymmetric)?

c) Is time variation and/or asymmetry related to the particular investment style?

d) What is the degree of persistence and predictability in systematic risk?

Peter Koveos
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Yimin Zhang

China's Financial Markets: Why aren't they Open?

The reform of China's financial sector has followed the same gradual, experimental and pragmatic approach for which Chinese reforms are known in general. Although a latecomer to the reform process, the financial sector has made a significant impact on the Chinese economic landscape.
The paper analyzes China's financial reform and assesses its progress. The analysis includes the reform of financial institutions as well as financial markets. In addition, the pace and effectiveness of economic reforms are contrasted to those in the rest of the economy.

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Accounting Conservatism and Corporate Investment Decisions: Evidence from a Structural Assessment

We investigate whether, by increasing the hurdle rate used in project selections, accounting conservatism solves the misalignment of interest between managers and shareholders in corporate investment. Specifically, prior studies indicate managers sometimes invest in wasteful or negative net present value projects merely to enjoy private benefit of investment (e.g., Jensen, 1986). When conservative accounting is in place, bad news is incorporated timely so that managers are difficult to continue operating loss-generating projects. Unsuccessful projects will be terminated earlier than conservative accounting is absent, which increases managers personal costs because of reputation and career concern. Ex ante, rational managers anticipating this timely loss-revealing effect will not invest in projects that are risky at the cost of the shareholders.

A small number of studies consider the potential effect of financial reporting on corporate investment. Nonetheless, none of these papers establishes the channel through which accounting practice affect managers' investment decisions. Using a structural model and GMM estimation, we document that conservative accounting increases hurdle rates and such increases are more pronounced for firms exhibiting higher *ex ante* agency costs. Our additional tests rule out the alternative explanation that conservatism changes hurdle rate by reducing the cost of future financing rather than by increasing the efficiency of contracting between managers and shareholders. We also find accounting conservatism adds value to firms when investment is under consideration. Our work sheds lights on the literature attempting to identify the relation between accounting conservatism and managers' investment decisions.

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Valuation Model of Project Portfolio under Uncertainty

This paper develops a valuation model for evaluating project portfolio which consists of more than one project schemes and cash-flow streams. Unlike the traditional DCF model assesses project risk based on one cash-flow bundle, that is, a combined stream of all cash flows of project schemes, the project portfolio valuation model investigates individual project risk of each scheme to evaluate the managerial flexibility under uncertainty. In this paper, we first show that the cash flow bundle of project portfolio may over- or under-estimate the value of managerial flexibility and propose a revised valuation model of project portfolio under uncertainty subsequently. This research contributes to the methodology of capital budgeting in corporate finance.

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The Economic Value of Information Frequencies and Conditional Correlation Specifications on Dynamic Futures Hedge

This study extends the work of Lai and Sheu (2010) to examine the minimum-variance hedging performance of the RV-based GARCH models under high and low volatility periods. The high and low volatility periods can be clearly identified by employing a Markov switching model with two-volatility regimes. The empirical results indicate that the hedging performance based on the bivariate GARCH models with RV estimators can be substantially improved in terms of risk reductions and economic value gains as compared with those without RV estimators.

James Mallett
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Disruptive Technology and Financial Market Volatility

Research has been done in economics on what is called the Great Moderation of the U.S. economy in the 1980s and 1990s. Clark (2009) did analysis of economic measures showing the increased volatility of economic measures during the 2000s. In my research, I will test this thesis in finance markets by investigating financial measures to empirically test the disruption in financial and commodities markets that we have witnessed since 1997.

While 1997 to 2000 appears to be non-disruptive because of the strong economy, the advance of stock prices due to the technology sector resulted in one of the most overvalued stock markets in U.S. history. My thesis is that the acceleration of disruptive technology has reached the point that it is bringing not only very positive technology to help economies but also creating negative disruptive events in financial markets and in world economies. Certainly the stock market fall between 2000-2001 and the credit crisis of 2008 speaks to the negative financial events of the past twelve years.

The hypothesis of this research is that there exist statistically significant market volatility measures between the two time periods: 1981 – 1996 and 1997 - 2012. I will relate these differences to the role of disruptive technology.

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Herding Behavior in the French Stock Market: A Sectoral Empirical Analysis

Over the last decade, academic research has developed a growing interest in examining the investor's behavior in the stock markets. Many theories in psychology are used in what is called "Behavioral Finance" in order to explain the limits of the efficient market hypothesis and the financial market fragility. Researchers use herding in many studies trying to explain market anomalies and the large market movements.

In this paper, we focus on both the market and sectoral level to examine herding behavior. Our empirical tests aim to examine the potential herding differences between the market and the sector levels.

Our first results of the Christie and Huang 1995 empirical tests show that the herding couldn't be detected in both the market and sector levels. These approve the results found in the literature. Then using The CCK 2000 empirical tests, various results are found. First, the herding behavior exists in the market level, but the sectors show different results. Financial and Industrials sectors are affected by the herding behavior during down markets but not during the crises period. The herding exists in both high volatility and high volume periods. The other sectors results are mitigated, the herding behavior sometimes occur according to the sectors during the crisis period, and also when high volatility and volume movements are expressed.

The paper results shed light on the existence of herding behavior and the differences between the market and the sector level. Comparison of these results with the one of other developed or European countries could be interesting.

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Momentum Profits and Conditional Time-Varying Systematic Risk

The predictability of security prices has for many years been an area of great interest in the field of finance, as has the attempt to develop and benefit from trading strategies based upon such predictions. Momentum trading is one such investment strategy based upon the examination of past security prices. Momentum trading exploits the serial correlation present in security returns. It is a strategy based upon the notion of positive serial correlation, assuming that those securities that have performed well in the past will continue to do so in the future. The strategy simply involves buying securities that have performed well over differing time horizons and selling underperforming securities. Clearly, if positive serial correlation exists in security returns adopting such a trading strategy will be profitable to investors. Much of the research to date in this field has generally taken the approach of examining such a strategy, and in many cases profitable momentum trading strategies have been found. However, no unique explanation has been provided to explain the existence of momentum profits. This paper attempts to address this important issue by asking the question as to whether the higher returns found with momentum securities results from higher conditional time-varying systematic risk.

This paper examines momentum profits over the period January 1980 to December 2010 in the UK stock market, and attempts to explain whether such profits can be attributed to time-varying systematic risk based upon the conditional CAPM. Time-varying betas are estimated from time-varying conditional variances and covariances, which are the examined to determine whether winner portfolios exhibit higher systematic risk then loser portfolios for the various momentum trading strategies.

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&
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Booms, Crashes and Early Investment Experience in a Laboratory Experiment

Standard economic and finance models and have for the most part neglected the influence of early life experiences on economic and financial decisions. However, in recent times there has been an interest in researching the importance of early life experiences on portfolio decisions (Bucciol and Miniaci, 2011; Bucciol and Zarri, 2013, for instance). Our research tests the influence of early life experience on portfolio decisions in the laboratory. Our experiment consists of two cohorts playing an investment game in which they allocated a small amount of money between cash and stocks. The "Down" cohort started their investment allocations facing a market downturn, while the "Up" cohort started off the investment game facing returns from a stock market boom. Our main findings are as follows. First, after controlling for the effects of observable characteristics such as age, gender, financial literacy, etc., booms and busts have different effects depending on their timing. In particular, downturns that happen early in life lead subjects to allocate significantly less to stocks. Furthermore, this effect is of a permanent nature. Subjects that faced a bust early in life tended to behave more prudently when later confronted with a boom than subjects who started off the investment game facing a boom, a finding that lends some support to Minsky's hypothesis of endogenous financial cycles. Overall, subjects who started their investment lives facing a stock market downturn held roughly 7% less stocks than subjects that faced a stock market boom at the beginning of their investment lives. A boom early in life is associated with more stock holdings (+ 7.54%; $p = 0.005$). However, the next time that subjects in the "UP" condition are faced with a boom, there is no significant effect on stock holdings, suggesting that the nature of the early boom experience is not permanent.

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Enterprise Risk Management and Firm Value: A Meta-analysis

In recent years, many firms have gradually moved from a traditional risk management (TRM) to an Enterprise Risk Management (ERM) approach. The establishment of this system has become increasingly common with differing degrees of implementation from one firm to another. The rating agencies have introduced the review of ERM practices in their rating process. In fact, contrary to the TRM where individual risk categories are managed separately, ERM enables companies to manage a wide range of risks holistically. Such an approach helps to reduce the cost of capital and improves the internal management of risks.

We expected the ERM to be a value creation tool within the firm and we have been interested in studies that have focused on the examination of this hypothesis. Some papers argue that the adoption of ERM helps companies to be more efficient. While others suggest that the establishment of an ERM system reduces the value of firms. Note, also, that some other studies state there is no link between ERM policy and the performance of enterprises.

The findings seem to be contradictory and therefore inconclusive. A meta-analysis is, hence, very useful to synthesize the results found in the literature and to quantify the studied effect. Our work represents, to our knowledge, the first meta-analysis on the relationship ERM – firm value.

After the presentation of the various methods used and the compiled articles, we discuss the results and explain the heterogeneity observed across the different studies. Our meta-analysis leads to the conclusion that there is generally a significant and positive link between ERM and the value of the company.

Meta-regression analysis shows that if the primary study considers ERM as a dummy variable, it is more likely to find a positive impact of ERM on performance. The results do not depend on whether the paper was published in a refereed journal.

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Conditional Effects of Covenants on Loan Pricing

I explore a sample of private bank loan agreements and empirically test the marginal effect of covenants inclusion on loan spread, conditioning on the extent of information asymmetry between the firms and the lead banks. I measure the covenants by their number in the contract and by composing an index. Following the literature, I form seven information factor dummies that are representative proxies for the information environment between the contract parties. Furthermore, information transparency indices are constructed with the factor dummies for each covenant measure. An interaction term of covenant measure and its corresponding transparency index is then built to detect the conditioning effect. Finally, regressing loan spread on covenants, information index, the interaction term, and control variables in the 2-Stage Least Square setting, I provide evidence that the degree of information transparency exerts influence on how covenants and loan pricing are related. When information between the contract parties is relatively opaque, including more covenants results in lower loan spread; when the information transparency is relatively enhanced, i.e. transparency indicator points to higher level, intensive covenants are combined with higher price. The analysis also shows that information asymmetry is itself priced in the private loan contracts, where transparent borrowers pay significantly less on their debts, which is in line with the asset pricing theory.

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New Perspective on Portfolio Risk: Properties and Applications of the CoPVaR

An extensive literature has developed that suggests adapting the mean-variance framework in portfolio management. However, the shock of the Global Financial Tsunami has caused people to focus more on tail-comovement risk, which may induce major losses. This study proposes a new measure for this kind of risk: CoPVaR, which is dened as the portfolio Value-at-Risk (PVaR) conditional on an asset being distressed. Furthermore, the marginal contribution of a distressed asset to the whole portfolio can be calculated as the difference between the PVaR conditional on the asset being distressed and when the asset is in its normal state. Quantile regression is used to estimate CoPVaR owing to its simplicity and eciency. By examining the portfolio formed by 20 markets globally, we nd that there is no one-to-one connection between individual risk and the corresponding CoPVaR. Furthermore, our empirical evidences show that the tail-comovement risk is increasing evidently and Europe has the largest CoPVaR on average.

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Floor Options on Structured Products and Life Insurance Contracts

We consider an exotic call option defined on structured products and on two types of life Insurance contracts: pure endowment insurance and risk insurance contracts. Upon exercise, these option contracts promise the higher of either the future value of the invested fund in risk-free interest rate, which is defined in the option contract or the future value of the fund invested in a basket of risky assets. The randomness of interest rate is modulated by two stochastic processes: Ornstein-Uhlenbeck (OU) process and the Vasicek process. In each case considered, an explicit expression of the value of the options as well as numerical examples are provided.

Management

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The History of Corporate Social Responsibility in Turkey: Analysis of Koç Holding and Sabancı Holding's Social Responsibility Practices

Corporate social responsibility (CSR) is one of the most controversial concepts and an important management decision for companies. Since the beginning of the 20th century, the impacts of businesses on the economical, political, social, and natural environment have been one of the main concerns for the society and the scholars.

Today many largest international companies operating across the world are privately owned ones, which makes the private actor an important one in global production and trade. The resources in many developing countries are transformed into valuable productive assets by means of private business enterprises[1].

In Turkey, social responsibility practices go back to the age of Ottoman Empire. The concept "foundation" generated a crucial movement in Ottoman Empire. These foundations operated in a system which includes some public services such as education, health care and social security. Contemporarily, most of the family-owned corporations in Turkey have their own foundations. These foundations operate to resolve the problems and lacks of the society in education, health care or to support the art events and sport. However, most of the social responsibility practices conducted by these family-owned corporations has been pioneer.

The economy in Turkey in in progress since 1990s. From the Custom Union agreement until today Turkey has signed some international agreements, operate some international campaigns and events or has been a part of these international events. All these interactions caused to increase the awareness of social responsibility on the basis of either government and corporations. The social responsibility practices in Turkey has no long-term background in terms of professionalism. Turkey's leading corporations caused to increase and improve social responsibility projects due to their international agreements such as the Global Compact and the commitments they made on social

[1] Frederick Bird and Joseph Sucker, ‗The Social Responsibilities of International Business Firms in Developing Areas,' *Journal of Business Ethics*, Spring 2006, p. 1.

responsibility. From this point of view, in this study, the background of corporate social responsibility in Turkey will be discussed and elaborated the development of this concept.

By using, case study method, the corporate social responsibilty practices of Turkey's two leading companies will be analyzed and examined. Koç Holding and Sabancı Holding are two well-known companies by their philantrophic activities and social responsibility campaigns since their foundations.

Koç Holding and Sabancı Holding are the two leading family-owned corporations in Turkey. Koç Group today is Turkey's largest industrial group in terms of revenue, exports, share in the Istanbul Stock Exchange and number of employees. Koç Holding, as the driving force of the Turkish economy and the world's 273th largest company, continues to fortify its strong position in the global league with the awards granted in the domestic and international platforms[2]. Sabancı Holding is the parent company of the Sabancı Group, Turkey's leading industrial and financial conglomerate. Sabancı Group companies currently operate in 18 countries and market their products in regions across Europe, the Middle East, Asia, North Africa and North and South America[3].

[2] http://www.koc.com.tr/en-us/Corporate/History/Pages/1926_until_Today.aspx

[3] http://www.sabanci.com/en/sabanci-group/sabanci-group-in-brief/the-sabanci-group-in-brief/i-128

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Hospital Managers' Sense of Corporate Reputation and the Interaction between Corporate Reputation Practices and Organizational Culture: An Example from the Central Anatolian Region of Turkey

Apart from its traditional definition as a set of business operation skills, nowadays, management function has become a complicated field, in which intra-organizational equilibrium is of interest and active strategic decisions have been put into practise. It has, therefore, become more necessary to analyse intangible properties of businesses, such as corporate reputation, within the process of strategy formulation and practise.

Consisting of the recurrent positive or negative impressions of corporate images in time, corporate reputation is admittedly important for businesses. In order to establish a reasonable basis for the measurable targets of an inclusive corporate reputation management program, a better understanding of corporate image is required in a way that the strengths and weaknesses of a business are consistent with its corporate image. At this point, businesses could be ahead of their competitors if they implement certain competition strategies defining their corporate images. Among these strategies, it is possible to consider quality, corporate social responsibility, performance and attraction.

It would also be beyond question to think that organizational culture is independent from the notion of corporate reputation. In general, organizational culture is considered a sum of organizational assumptions and beliefs, which are developed to resolve the problems related with union of organization and external harmonization. This notion might be seen as a way of comprehension, thought or sense and is crucial to transfer to the next generations.

This study aims to explore the correlation between the corporate reputation management practises of managers and both sense of corporate image and organizational culture. The research analysis has been done at 21 private hospitals located in 8 different cities of the Central Anatolian Region of Turkey. 156 of 212 informants among the hospitals' administrative staff have taken part in the survey prepared for this study. The respondent rate is 73, 5%. This survey has also been

designed according to "Kurumsal İtibar Envanteri" [i.e. Corporate Reputation Inventory] (Yirmibeş, 2010) of Charles J. Fombrun and "Örgüt Kültürü Envanteri" [i.e. Organizational Culture Inventory] (Genç, 2000) of Haris and Moran, which was translated to Turkish by a group of seven translators. The inventory of Fombrun is targeted for measuring profit-oriented businesses.

In addition to these, the scale for measuring the corporate reputation practises has been designed with reference to relevant concepts. There are indications to social responsibility from Peggy S. Bronn & Albana B. Vrioni (2001) and Jenny Dawkins & Stewart Lewis (2003); corporate image from Steven Howard (1998) and Grahame Dowling (2004) and lastly, corporate identity from Edmund R. Gray ve John M.T. Balmer, (1998) and Ian Fillis (2003).

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Knowledge Creation and Importance of Subsidiaries: A Study of the Effectiveness of Local Embeddedness and Headquarters' Attention

Subsidiaries often play the role of knowledge and capacity development in the global operations of multinational enterprises. However, there is not a comprehensive discussion on the reason of why subsidiaries creating knowledge and the importance of subsidiary development process. The study applied past researches on relevant enterprises and discovered that when knowledge creation plays as the key factor for subsidiary importance, the degree of local embeddedness of subsidiaries will have positive impact on knowledge creation. Moreover, knowledge creation will also increase the degree of headquarters' attention and eventually affect the importance of subsidiaries. The findings of research results show that the degree of local embeddedness for subsidiaries will have positive impact on the knowledge creation of subsidiaries and even affect the importance of subsidiaries. Meanwhile, knowledge creation also affects the headquarters' attention. Nonetheless, the degree of local embeddedness for subsidiaries and headquarters' attention will not have significant impact on the importance of subsidiaries.

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China's Economic Reform and the Creation and Development of Business Groups: A Comparative Institutional Perspective

The development of business groups in modern China is a fairly recent phenomenon. Before the start of economic reform in the late 1970s, the vast majority of companies were under the control of various industrial bureaus at the national, provincial, and local levels. Each industrial bureau managed a diversified range of state-owned and/or collective enterprises that were in some way related to the industry of the bureau (e.g., electronics, machine building, or chemicals). As the country's economic reform progressed, these state-owned or collective enterprises faced increasing competition from foreign-invested enterprises (mostly joint ventures in the initial stage) and indigenous entrepreneurial startups. Some of the state-owned and collective enterprises were able to stand up to the competition and grow rapidly, along with the foreign-invested and private enterprises. The vast majority of them, however, fell further and further behind in terms of technology and market share, suffered mounting losses, and became a serious drain on the national economy. The government faced a challenging dilemma at the time, because it did not want these enterprises to go bankrupt, for fear of social instability, or engage openly in large-scale privatization, for ideological reasons. The approach that it adopted to improve the efficiency of the lagging state-owned and collective enterprises was to foster the growth of business groups. Since the mid 1990s, business groups developed rapidly in China via primarily three means.

1. Wholesale transformation of existing industrial bureaus into partially state-owned business groups (the dilution of state shares was due to employee stock ownership and initial public offerings).
2. Government encouragement, or even coercion, of successful state-owned and collective enterprises to acquire their money-losing counterparts in the same or related industries.
3. A few highly successful private enterprises also diversified into related and unrelated fields through acquisitions and organic expansions and formed business groups.

According to government statistics, business groups accounted for nearly 60% of the country's industrial output.

This study uses in-depth case studies to compare the competitiveness of focused foreign-invested and indigenous Chinese firms with their counterparts that fall in business groups and to examine the effects of expansion and diversification on the competitiveness of business groups. The comparison will focus on such variables as growth, relative market share, and profitability. The case studies are intended to shed light on the relationship between the institutional structures of firms and the institutional reforms of the Chinese economy, as well as on the prospects of business groups in the Chinese economy in the intermediate future.

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Revisiting Leadership in Public Partnerships: The Case of Local Safeguarding Children Boards

This article explores the ways in which leadership could be enacted in public sector partnerships to take collaborative agendas forward and ultimately enhance policy outcomes. This is based on the results of an inductive study of public sector partnerships, revealing leadership to be an important facilitator of collaborative work at three levels: individuals, organisations and strategic planners.

Following a long research tradition of leadership emphasizing the qualities of individual people and organisations (Mandell and Keast 2009), inter-organisational and inter-professional settings have come to represent an attractive new context for leadership. This is due to partnerships' omnipresence in the organisational world, their diversity and the challenges that affect the effectiveness of their work.

The aim of this paper is to start from real-life insights into problems of collaborations and see whether the theoretical lenses of leadership might help overcome them. The contribution of this study is twofold. At the level of practice, it addresses the difficulty of partnerships such as the Local Safeguarding Children Boards (LSCBs) to work effectively towards shared policy aims –'safeguarding children', in the case study illustrated in this paper. This is an issue indicated by literature (e.g. Neghandi 1980, Lethbridge 1989, Leathard 1994) but also evidenced in the policy area of children and families, by the sheer number of public inquiries into the death of a number of children (e.g. DoH 1990) who were let down by reportedly poor collaboration between the agencies in place to protect them. At the level of theory, the article aims to address the relative gap in knowledge about how leadership can make a difference to partnerships. Some contributions were made in this respect (notably Hartley and Allison 2000), but there is considerable scope for more empirical work in this area.

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Measuring and Assessing the Development of Nanotechnology Based on Bibliometric Analysis

Nanotechnology merits having a major impact on the world economy because its applications will be used in virtually all sectors. Scientists, researchers, managers, investors and policy makers worldwide acknowledge this huge potential and have started the nano-race. World leaders in the sphere of nanotechnologies are the 'nano-power's, Japan, USA and the emerging 'nano-powers' China, which are playing an important role in global nanotechnology research and development (R&D).Leading spheres of nano-industry and dominating tendencies of its development are specified. This paper comparatively inspects the patent publications by these countries in the Derwent Innovation Index(DII) database (1995–2010).The purpose of this paper is to analyze the state of nanotechnology, and focused on a comparison between world regions, thereby concentrating on USA, Japan and China, by presenting data on patents. By use of association analysis and time series, we measure and assess the development trend of nanotechnology, the dynamic R & D focus and differences between different countries and so on. According to the results, we can provide suggestions for relevant nanotechnology industrial policy-making.

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The Evolution and Status of the Global Third Party Logistics Industry

During the past twenty years the third party logistics (3PL) industry has evolved from a small-scale option for manufacturers and retailers in the United States to a global industry generating more than $200 billion in annual revenues. This industry provides a broad array of logistics services to companies around the world who are seeking to outsource such activities and in many cases the management of those activities to companies such as UPS Supply Chain Solutions, Exel DHL Logistics, and Penske Logistics.

I have been conducting research into the 3PL industry for the past twenty years, and have examined it from the perspectives of both the major companies that provide such services and the companies that use those services. I currently conduct annual surveys of the CEOS of many of the largest 3PLs in North America, Europe, and the Asia-Pacific region.

This paper will identify the major dynamics, opportunities, and problems that have influenced the 3PL industry's evolution over the past twenty years, and examine how the industry has responded to several major challenges during the past several years including the global recession, and the Japanese earthquake and tsunami. Attention will also be given to such topics as the globalization of the industry, the industry's commitment to environmental sustainability goals, and its growing use of social media tools.

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Sustainability Performance Practices in the Cruise Tourism Industry: P&O Australia Compared to Attica Group Greece

This study compares the Sustainability Performance Practices of P&O Cruises Australian (Carnival Group) with Attica Group Greece. The selected tourism cruise firms, for the year 2011 were analysed in this investigation. The GRI, G3 Performance Indicator framework will be used to determine whether these firm's exhibit adequate sustainability performance in the particular areas of: environmental and society, human rights, labour practices & decent work, and product responsibility. A comparison will be made of these two firms against the GRI framework to assess their effective sustainable performance practices. Content analysis and case study approach are the research methods used to collect and identify the necessary data on the economic, environmental and social performance. The results of the study show that there are differences in sustainable performance measures between firms in the tourism cruise industry and that the GRI is only one framework and benchmark used by firms in the industry. The current study provided evidence that both firms were using the GRI G3, however one firm added the 10 principles developed by the United Nations Global Compact (UNGC) as an additional measure. The paper critically evaluates measuring sustainability performance using only the GRI G3. There are Sector Supplements developed by the GRI in other sectors such as: airport operators, construction and real estate, event organisers, electric utilities, financial services, food processing, media, mining minerals, NGO, oil and gas. Why are there no Sector Supplements within the Cruise tourism industry. What sustainability context problems using GRI make the measure of sustainability in the Cruise tourism industry questionable? Is reliance on the GRI G3 hiding the reality that firms are underperforming in the areas of sustainability performance in this industry.

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Australian Teacher Aides – Addressing the Educational Management Issues of a Marginalised Workforce

This paper identifies the educational management issues and barriers within Australian schools and tertiary institutions, that disadvantage teacher aides working with children with disabilities to access training and gain a formal qualification. Teacher aides face a range of barriers accessing professional development. According to Giangreco and Doyle (2007) teacher aides are 'marginalised' in the western educational workforce and furthermore, opportunities for career development are 'problematic and inequitable' (Rutherford, 2008). Access to tertiary education for teacher aides supporting students with disabilities in Australian schools and tertiary institutions remains limited due to a range of barriers. These barriers include the cost of replacement staff, the cost of training and the perceived relevance of training by school management staff and teacher aides. Past Educational Management Strategies in Australian schools has been directed towards the up-skilling of teachers rather than teacher aides. Whilst the up-skilling of teacher aides has been poorly managed and tends to vary greatly between schools (French, 2001). Many teacher aides have no formal qualifications despite years of working with individuals with the highest support needs with little training. In many instances, highly trained teachers attend to students without disability (Suter & Giangreco, 2009), leaving students with more complex learning needs to teacher aides who have inadequate training and poorer access to professional development (Rutherford, 2012; Giangreco, Yuan, McKenzie, Cameron & Fialka, 2005) . Educational Management Strategies to address the barriers and inequities that marginalise teacher aides are investigated.

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The Antecedents of Union Commitment and Participation: Evaluating Moderation Effects across Unions

This paper evaluates the suggestion that the nature of the union moderates the antecedents of union commitment and participation. In so doing, the paper provides a comparison of member attitudes in Voice, formerly the Professional Association of Teachers (PAT), and the National Unions of Teachers (NUT), often seen as the most "moderate and "militant" teacher unions respectively. Findings suggest that members of Voice were higher in job satisfaction, and both organizational and professional commitment, with NUT members higher in union citizenship behaviour (UCB) and general pro-union attitudes. However, members of the two unions had similar levels of union commitment and perceived union instrumentality. For NUT members, pro-union beliefs had a significantly stronger effect on union commitment, and union commitment on UCB, suggesting that the nature of the union moderates the antecedent processes of union commitment and participation.

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Collaboration and Trust-building in Virtual Open Innovation Community

Growing popularity of open innovation communities is grounded in the idea that "firms can and should use external ideas as well as internal ideas, and internal and external paths to market, as they look to advance their technology" (Chesbrough, Vanhaverbeke, & West 2006). However, use of open innovation communities in business practice poses various challenges for all actors engaged in cooperation. One of them is trust - particularly difficult to create, maintain and repair in virtual environments. Trust facilitates social interaction, provides basis for risk-taking and strengthens cooperation. It is a necessary component of environments supporting innovative activities. Traditionally, trust building processes are enabled by mechanisms such as repeated interaction (and ensuing familiarity) and stabilizing third parties (e.g., institutions in various forms). In the context of distributed teams and cooperation taking place in virtual environment these traditional mechanisms are, however, usually unavailable. However, in many companies using virtual teams trust is created, maintained and capitalized, which provides indication that it may be developed in other ways.

In this paper, we would like to present a study of work within testing community in computer game industry based on two-year qualitative fieldwork, which may serve as an example of trust emergence in virtual environment. For this purpose, we used qualitative approach based on grounded theory and as a method of analysis case study approach.

Online environment of computer game testing constitutes a fascinating research site in the context of trust, because none of mechanisms mentioned in the available literature deliberately explain the development of phenomena. In this way, the research brings new insight to both fields of trust development and open innovation communities.

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Analysis on the Trends of R&D in the BRIC Countries' Nanomaterials Based on the Patents Data

Since entry into the 21st century, the development of nanotechnology has been stressed all over the world ,the major countries of the world consider the nanotechnology as significant breakthrough in the fields of science and engineering in the future. As the foundation of nanotechnology, nanomaterials will exert a far-reaching influence and will have a broad prospect of application in areas of high-tech such as information, biology, energy, environment and aerospace. This paper comparatively inspects the patent publications by BRIC countries in the Derwent Innovation Index (DII) database (1990-2010), then experiments with several analysis and visualization maps on these patent documents to locate R&D activity among the disciplines, represent collaboration and knowledge transfer patterns etc. By contrasting the cooperation in fields of application between the BRIC countries and the development of key fields of research in the fields of nanomaterials, we analysis profoundly the trend of the development of technology in the five countries and identify the main problems which the five countries are faced with currently and their main factors, and then we hope to provide some advice for the research of nanomaterials of the BRIC countries.

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Relationship Management Function of Corporate Communication: Long-Term Relationship or Short-Term Impact

As a management function corporate communication has an important role on managing the communication processes in a corporation. This managerial power arises from the necessity of developing appropriate communications with different stakeholders of a corporation. The ability to manage the relationships in strategic communications differentiated corporate communications and the discipline gained a certain importance. In today's world every corporation should move beyond from solely communicating with their stakeholders to developing an ongoing relationship. Corporate communications and public relations creates the communication elements that support the management on maintaining their relationships with their publics. The mission of corporate communication is building relationships which are based on mutual understanding between a corporation and its publics. Because of this, communication processes and outcomes needs new conceptualizations. Short term outcomes are inadequte for corporate communications. Instead of that measuring the long term relations are important and this perspective is examined under relationship management's "organization-public relationships" concept. From the beginning of the acceptance of relationship perspective, the researchers are trying to define the concept of relationship. After defining the concept, the relationship dimensions are revealed, scholars are still studying on these dimensions. The studies continue mostly in America and Asia. These studies aim to assess the long term value of corporate communications to a corporation by examining the dimensions of organization-public relationships. Relationship management perspective and organization-public relationships is a new concept for Turkey. Corporate communications practices are evolving however the communication effectiveness is still measured by short term outcomes and not with long term relationship outcomes. In this study, the concept of organization-public relationships will be examined, then the corporate communication practices in Turkey will be reviewed and the

relationship management concept will be discussed from a Turkish perspective. Also, the suitability of the concept to Turkish corporate communication practices will be reviewed.

Marketing

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Olive Exports and Its Difficulties: A Case Study of (Iran) Guilan

Regard to the agricultural science progresses and new technologies that obtained by agricultural researchers and experts in the field of cultivating agricultural products especially in the recent years, still some shortcomings and failures can be seen in the field of exporting of these products. But inappropriate climatic conditions, drought and improper cultivation cannot be considered as the only reasons of this inability because with a little tact, examining the climate conditions, using agricultural experts' knowledge and recommendations, can largely overcome to these problems. But the important and undeniable problem which has deprived the exports of domestic agricultural products for years is the ample imports and lack of adequate control over the circumstances of these imports to the country. By glimpsing on the world's exports we can see the consequences of this neglect which decreased the exports of Iran's organic products. Olive is one of the products that during the recent years due to lack of governmental support and ample imports from other countries, has hindered from the competition in the global markets. In the list of Iran's agricultural products such as pistachio and saffron, the absence of olive's name can be felt. In addition to examine the reasons of Iran's failure, this paper attempts to offer some appropriate strategies for proper cultivation of this product and supplying it in the international markets. In this paper by examining the reasons of Iran's failures on the olive exports, can be seen that the drought cannot be lonely the cause of this failure. There are some other factors that interfere in it such as lack of governmental support to exporters and uncontrolled imports which are more than domestic needs.

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The Effects of the Customer Participation in Communication

The present work focuses on the effects of the customer participation in communication. This paper frames in a period of disenchantment of the customers toward advertising, and where they are constantly overwhelmed by ads. Nowadays the participation of the customer became a priority. The respondents participates to an interactive ad which promotes an exhibition of art for the French painter Monet that enables the receiver to discover a selection of works by inviting the receiver to participate and make changes on the paintings with music playing along and to take part afterwards to an individual interview. We conducted an exploratory research on 50 post graduate students, the results highlights the fact that this media is not perceived as an ad and isn't aggressive and intrusive, giving the chance to the receiver to have an active role in the process of communication. The results also showed that the participation in this ad enables a better attention and memorization from the receiver and a better acceptance of the message, an effect of nearness while building and affective relationship between the receiver and the painting and finally enables him to have a first time experience that offers esthetic and hedonic aspects in the communication process.

The present study points out that consumer participation in the communication can be a serious alternative in order to develop a reflection on how to think advertising differently.

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Why Customers are Loyal to a Particular Online Discount Voucher: Mediating Effects of Affective Commitment

Group-Buying is an emerging marketing tool that provider consumers large discount when they prepay for participating company's products or services. Whereas many group-buying studies have analyzed profitable for business, there is a lack of research to examine the factors and mediating mechanisms that underlie the relationship between the perceived value of group-buying products and consumers' group-buying behaviors. This study proposes and tests a model in which perceived value, perceived enjoyment, and social interaction affect group-buying behaviors through affective commitment. According to self-reported data collected from 403 consumers, supports the proposed second-order construct of perceived value: (1) cash value of discount, (2) aspirational value, and (3) variety value. In particular, cash value of discount exerts the greatest effect on group-buying behaviors through mediator (i.e., affective commitment). Finally, the results show that affective commitment has a positive effect on group-buying behaviors (i.e., share of visits and share of wallets). The authors conclude with some managerial and research implications of the study's findings.

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Marketing Concept Comprehension and Recall through Imagery – The Case of International Students

Teaching new marketing concepts to international students (from non-english speaking backgrounds) poses particular challenges for lecturers. Specifically, assessment results reveal that Kotler's brand development strategies are poorly understood by Chinese students undertaking first year marketing courses within an articulated business degree program at an Australian tertiary institution. Students find difficulties in conceptualising the various brand development strategies via purely written and verbal description even when numerous examples are presented. Therefore alternative pedagogical strategies are required to enhance students learning of particular marketing concepts.

A quantitative study, based upon cognitive psychology theory highlighting the advantage of visual and auditory information contributing additively to comprehension and memory, taught and then measured understanding and recall of the brand extension concept. These in-class experiments were conducted on two business diploma classes, each of 35 Chinese students undertaking a first year university marketing principles course. The experimental group were taught the brand extension concept with diagrams using contemporary brand pictorial cues. Control participants were taught the same concept with diagrams alone. Both groups were in class tested for recall and understanding of the concept after one week.

Statistical analysis proved the hypothesis that the addition of pictorial cues of interest maximised students' perception and attention whilst mitigating the cognitive load caused by English vocabulary deficits. Picture cues promoted greater connection with students' prior knowledge increasing meaning construction and the verbal and visual encoding enabled elaborate processing resulting in higher recall and understanding of the concepts. Also students metacognitively reported the brand extension concept easier to comprehend and recall when taught with imagery.

These results indicate increased use of imagery is a cost effective method to enhance learning when demonstrating new marketing concepts to international students studying in English.

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Level of Consumer Involvement and New Product Development: The Moderating Role of Product Type

The concept of customer involvement (CI) in new product development (NPD) has shown to have a major effect in the design of new products. CI with a specific product has yielded rewards for manufacturers of both consumer and industrial goods, in that CI involvement in NPD produces timely feedback regarding a product's design.

CI is considered an important characteristic of consumer behavior and is conceptualized as the degree to which customers are engaged in different aspects of the pre-consumption and post consumption process. This level of involvement differs depending on, inter alia, the type of product.

This study employs Zaichowsky's (1985) Personal Involvement Inventory (PII) scales to measure customers' involvement with consumer goods. According to Zaichowsky (1985, p. 342), involvement refers to a perceived relevance to an object (i.e. a product) based on inherent needs, values, and interests.

Using a convenience sample of 100 graduate and undergraduate students in Malaysia, this study examines the relationship between the level CI (the dependent variable) at the different stages of NPD (the independent variable). In doing so, the moderating effects of product type (hedonic versus utilitarian) on the CI-NPD relationship are also examined. The findings suggest that customers differ in their level of involvement at the stages of the NPD in which they choose to be involved. Their involvement also differs based on product type. Managerial implications of these relationships and findings are discussed.

We contribute to the extant knowledge of NPD by providing consumer goods manufacturers an understanding of what stages of the NPD they should involve their customers and the level of involvement customers are seeking at each stage.

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Motives and Determinants of Using Jordan as a Destination from Tourists' Perspectives

Jordan is considered one of the most destinations that attract tourists from all parts of the world due to its geographic location; in addition to rich antiquities sites from the old civilizations more over, Jordan has many religious sites that attract religious people to visit.

Therefore, this research will handle the tourists' motivations for considering Jordan as their destination. Although the research will take in account the determinants that may hinder some tourists to consider Jordan as their best destination. For this purpose a questionnaire will be developed and distributed on a random sample of tourists that are available in Jordan during the study period.

Some suggestions and recommendations will be concluded.

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Exploring the Impact of Culture on Customer Satisfaction Metrics

Customer satisfaction and loyalty are integral to the strategies of countless businesses, where they are seen as accurate and important indicators of business performance. As a result of this, it is essential that businesses aim to improve satisfaction and loyalty through the use of reliable and valid satisfaction measures that are transferrable across international and cultural divides. Given the global environment in which we now live, businesses are frequently faced with situations in which their customers are from a diverse range of geographical regions with great diversity in cultural characteristics. In practice, when organisations seek to measure customer satisfaction and loyalty they tend to use a standardised set of measures that are administered to all customers, regardless of their cultural origins. Yet, what is unknown is whether measures such as customer satisfaction have the same meaning in different markets.

Using an experimental approach, this research seeks to explore whether cross-cultural differences exist in terms of how respondents react to questions posed in customer satisfaction surveys. Oliver's (1980; 1981) disconfirmation of expectations model of satisfaction forms the basis on which this research is built and focuses on the methodological issues that should be considered when collecting survey data on an international level.

The results show that the respondents in the four countries under consideration (Germany, Ireland, Italy and USA) answer customer satisfaction surveys significantly differently, thus indicating that culture plays a role in how respondents provide responses to such an instrument.

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Dual Routes to Customer Loyalty: A Comparison and Integration of an Exchange-based vs. a Relational-based Approach

Drawing on the customer satisfaction and the relationship marketing literature, this paper compares and integrates how the two theoretical perspectives to customer relationship management differently affect customer loyalty under varying levels of perceived switching costs. Although the two approaches to customer loyalty have firmly established their respective grounds in the literature, sparse research exists that integrates and compares the strength of the two routes to customer loyalty. In addition, this study also examines how customers with high experience compared to those with low experience strengthen or weaken firm's effort to build higher relationship quality and store satisfaction.

Our results support the finding that as customer's store experience increases, so do the effects of relational management practice and store quality on relationship quality. However, customer's store experience did not moderate the effect of the same two antecedents on store satisfaction. Next, we found that under low perceived switching costs, the effect of store satisfaction on customer loyalty was greater than the effect of relationship quality on store satisfaction. Conversely, under high perceived switching costs, the effect of relationship quality was stronger than the effect of store satisfaction on customer loyalty.

From a theoretical perspective, our study takes a first small step in integrating the relationship marketing and customer satisfaction literatures in hopes of furthering our understating of how seemingly closely related areas can be joined to advance knowledge in the area of loyalty. Although there have been immense efforts at expanding the extant literature in the respective domains of customer satisfaction and relationship marketing in attempts to improve loyalty, little endeavors have been put forward to develop an integrated model that tests the strength of each to improve loyalty. This is an area that has been

overlooked and we believe that our paper is able to adequately fill such a gap.

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Marketing of Radio Stations: A Research about How Radio Stations Market Themselves in Turkey

With its hundred year history radio had played big roles in the media environment. The medium has been an important tool for giving news and entertain people through history. While radio entertained and informed people on the other hand it played a big key role on marketing products and give contribution to people's buying habits.

As years passed radio medium increased its popularity in the media environment and it became a big industry with thousands of radio companies in the world. As a result of this, radio companies needed to market themselves within their industries to have bigger ratings and for more effective audience. As the number of radio companies increased in the industries the competition became higher. The increase of the number of radio stations in the media environment and radio industry forced radio stations to make some extra marketing activities for their own identity to be able to compete with each other. So radio stations started to compete with each other for informing their audience about their contents and attracting more people for higher ratings. Because the more audience will be the less CPM cost for sellers and the biggest challenge for sales.

This study will focus on the marketing activities done by radio stations in Turkey which has a big radio market with 1058 radio companies. The study will search the most used/ preferred marketing activities done by radio stations like, outdoor, social media marketing, the use tv marketing, the use of newspaper and magazines in marketing, event marketing and other marketing fields that are used by radio stations in Turkey.

Turkey has a big radio market with 1058 radio companies. Within these stations the 38 stations are national, the 98 stations are regional and the 922 companies are local radio stations. Within these radio stations especially the national ones make big marketing campaigns with big budgets to attract more audience. These national radio stations are more marketing oriented than the others. The stations give more attention to event marketing and the use of outdoor and print media in their marketing activities, they use as well as the social media as a marketing tool.

In this study there will be an analyses of 2011 and 2012 year's marketing activities of Turkish national radio stations on the base of their activities. The study will have a special focus on the radio brand Kral Pop which had done the biggest budgeted marketing activities in Turkey to compete with its competitors and create a brand identity. There will be done a special analysis of that radio station's marketing plan of 2012 on the base of budget and marketing strategy and how this strategy applied. The data collection will be done from advertising agencies that execute the radio campaigns and there will be done exclusive interviews with the management of the Kral Pop radio station. There will done an analysis of how these marketing activities effected the ratings of the radio station.

The aim of this study is to show that radios are also a product in the radio industry and they also need to market their brands and contents to attract more audience. The importance of marketing of radio stations will be expressed by using the case of Turkey radio industry and national radio station Kral Pop.

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The Role of National Culture and Human Values in Consumer Adoption Behavior

This paper explores the influence of national culture and human values on innovation adoption behavior. Even though it is already 50 years since the theory of innovation diffusion was first introduced by Rogers (1962), it still represents the main theoretical view in marketing literature to understand adoption of innovations in a societal system. According to the theory, there are four key elements that influence the diffusion: the innovation itself, communication channels, time, and a social system. That is, diffusion is the process by which an innovation is communicated through certain channels over time among the members of a social system (Rogers, 1962). Individuals move through five stages: knowledge, persuasion, decision, implementation, and confirmation. This process is influenced by prior conditions such as previous practice or norms of a social system, and characteristics of the decision maker like socioeconomic characteristics, personality variables and communication behavior. Thus, innovation is not as an essentially technological phenomenon, but rather as a phenomenon of a psychological and sociocultural nature because those are the keys to its success or failure (Daghfous *et al.*, 1999). However, during its history, innovation diffusion research has tried to determine adoption behavior mainly by identifying sociodemographic profiles of different groups of adopters. Thus, studies of adoption and diffusion of innovations appear to omit the norms of the social system (i.e. national culture) and human values that influence the potential adopter of a new product or service. Accordingly, the contribution of this study is to explore how national culture and human values determine innovation adoption behavior in a mobile banking context. The author develops hypotheses based on the earlier literature and tests them on a large data with 1,776 effective responses. The results show that national culture has a greater influence than human values on innovation adoption.

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A Price Test Using Binomial Logistic Regression Model

The objective of the paper is to present an innovation in the methodology of market research price tests adapting econometric models. The essence of the developed method is the study of the empirical demand curve based on the willingness to purchase and the price elasticity coefficient based on demand curve leads to optimum price along maximizing the revenue.

From the nineties the application of the econometrics in business sciences got a new name: microeconometrics. The importance of the subject was acknowledged by the award of economic Nobel prize in 2000 to James J. Heckman and Daniel Mc Fadden, who had strongly developed these models. One of their most important innovation was to combine the choice theory with multidimensional non-linear regression models. At the other hand the importance of the optimal pricing of a product or service is self-evident, but the majority of the companies do not pay appropriate attention to the importance of the subject (Dolan – Simon 2000). According to Cram (2006) surprisingly few companies apply appropriately and efficiently the price searching methods.

The theme of this paper is a market research adaptation of the binomial logistic regression model: the analyze of demand of a product/service and the determination of its revenue maximizing optimum price. The optimization point way is that the sales revenue of a product reaches its maximum point where the price elasticity coefficient is minus one. The price elasticity coefficient is analytically derived from an empirical, multidimensional demand function which is estimated by a binomial logistic regression model. I tested this price test technique in a real market research project in the Hungarian mobile phone service provider market. The paper discusses also several practical problems of the binomial logistic regression model specification and the interviewing techniques of the price tests.

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&

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A Brand for a Region: Legitimate Strategy or Marketing Felony? – The Case of France and the Auvergne Region

In the field of place branding, and in particular for regional branding, academics and practitioners regard marketing as a necessity. Indeed, it contributes to control the place's image, as well as attracting investors, firms, tourists, future inhabitants, etc. However, a question remains as to stakeholders' opinions about the implementation of a brand for their region. Indeed, to acquire a competitive advantage a regional brand should reflect a common vision shared by the stakeholders. Is the practice of 'branding a region' legitimate as a whole or does it depend on its dimensions? Legitimacy when promoting a regional brand can be considered through three aspects: the historical, the purpose and the means legitimacy. Thereby, this study aims at analyzing the legitimacy of regional branding's several dimensions by focusing on one stakeholder's perception: the inhabitants of the region.

A French region, namely the Auvergne region, was selected for the study. In a first step, two focus groups were carried out. In a second step, face-to-face questionnaires were administered to a sample. Then, data were processed through AFC and ANOVA.

Results confirm the transposition of the three dimension legitimacy scale in the context of regional branding. Moreover, if the regional branding practice is legitimate as a whole; legitimacy levels are higher for the use of the Auvergne regional brand in an advertisement targeting inhabitants, firms or tourists, than when it was associated to promoting local products. However, this study focused on one region and its inhabitants. Therefore, future research should broaden the results to other regions and stakeholders.

This research provides a methodology to evaluate the legitimacy of regional brands. With this grid, practitioners may select the promotion actions which would federate the inhabitants of the promoted region.

Also, it extends prior work by introducing the legitimacy scale into the regional branding literature.

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Channel Strategy When Consumers Comparison Shop

The channel strategy question, whether to go to market directly or via an intermediary, has played out in the marketing literature as a tradeoff between two forces: the desire to eliminate double-marginalization and the strategic benefits of decentralization. The former pushes the firm toward vertical integration; the latter pushes the firm toward decentralization (McGuire and Staelin 1983, Moorthy 1988, Choi 1991). Absent from the discussion, surprisingly, has been the consumer. When firms make decisions on whether to vertically integrate or to decentralize they are also making decisions about the kinds of retailing experiences to put before the consumer. Vertical integration is often accompanied by single-brand retailing (within categories); decentralization is often accompanied by multi-brand retailers. The consumer shopping experience is very different in the two cases: in the former, consumers will have to visit multiple retailers if she wants to do comparison shopping; in the latter, a single visit may be enough.

Our inquiry is motivated by the complexity and variety of modern distribution arrangements. While "pure distribution strategies" exist, whether through vertically integrated single-brand retail outlets or through independent multibrand retailers, increasingly, manufacturers go to market in a number of different ways. For example, Apple computers are sold at Apple stores as well as at independent multibrand retailers like Best Buy. In the former, they face no competition; in the latter, they share shelf space with many competing brands.

We show that retailing strategy and channel strategy are intertwined, and both are informed by consumers' shopping behavior. Consumer shopping costs creates a demand for multi-brand retailing, but manufacturers have to weigh brand loyalty, store loyalty, and channel coordination considerations in deciding how to reach their markets.

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An Investigation into Antecedents and Consequences of Urban Vietnamese Consumers' Impulse Buying Behaviour

In the area of consumer behavior, impulse buying has been considered an important and widespread phenomenon. Although it has been extensively studied in the context of developed economies, little work has examined this buying behavior in other context such as in the transitional economies (TEs).

Vietnam is an Asian TE. It has been suggested that many Vietnamese consumers, particularly in urban areas, have abandoned traditional habits of saving and planning dominant before the economic renovation, and now engage in impulse buying (Nguyen et al. 2003). Albeit some exploratory previous studies examining several factors influencing Vietnamese consumers' impulse buying behavior and possible its outcomes, the topic remains interesting and calls for significant more research effort to investigate (Nguyen & Rose 2006).

This research attempts to develop and test a full model examining the impact of factors influencing impulse buying and the consequences of this behavior for urban Vietnamese consumers. Specifically, we focus on investigating the impact of 'modern-self' and 'traditional-self' that is associated with the economy transition. In addition, the impact of 'shopping Enjoyment Tendency' is also examined. With regard to the consequences of impulse buying behavior, we hypothesize that impulse buying is a significant predictor of joyful feeling (during making impulse purchase decision), regret/guilt feelings, financial problem, product disappointment, and others' disapproval (after impulsive purchases) (Dittmar & Drury 2000; Nguyen & Rose 2006; Rook 1987).

In this study, we conducted both qualitative and quantitative studies. To test the proposed model and hypotheses, a large consumer survey was conducted in Hanoi, a capital of Vietnam. Most scales used in this study are adapted from the literature (e.g., Beatty & Ferrell 1998; Kacen & Lee 2002; Nguyen et al. 2009), while some, mainly those measuring the consequences of impulse buying, are newly developed from the qualitative study. All the hypotheses regarding the antecedents of impulse buying were supported, while the hypotheses

regarding the buying behavior's consequences received mix support from the data. The findings are discussed and implications are provided.

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Marketing the Reasons for a City Library in the Face of Negative Attitudes

Marketing research was employed to understand the shortcomings of an underutilized city library. It was then used to build an integrated marketing campaign to provide a new city library that would serve to would unite public and private actors. Secondary literature and focus group research with residents of diverse urban neighborhoods were analyzed to shed light on the experience of library space by city residents. The focus group discussions targeted "swing voters," aged 18-49, recruited from blue collar neighborhoods that had a mixed voting pattern on mill levies and other educational ballot initiatives. Results showed that residents were concerned by the perceived lack of public safety, limited hours for special programming, unsavory characters surrounding the existing library, and an outdated public building. Further complicating the issue was a perception the library had become outdated by new information technology. Focus group participants thought that internet service and book stores can replace public library services and the increasing information superhighway would provide people with functions and benefits beyond the library's services.

Overall, people living in the city of Billings considered the public library to be an unsafe, dirty, and obsolete place. A prior mill levy to fund a new library had failed in 2002 due to fire safety violations, limited public advertising to promote the initiative, and a general lack of perceived benefits among voters. This time around, in 2010-2011, the library board launched a professional marketing and fundraising campaign (initiated by a $2 million private donation) with the hopes of success. Public concerns revealed by the focus groups above were incorporated into the design of a new, state-of-the-art urban library, and creative marketing messages to build public support for the ballot initiative. The new library would incorporate new technology in innovative ways to assist child learning, job skills development, virtual lending and e-reading, and much more. Plans for new cultural programming and a reconstruction of the immediate vicinity were intended to both reduce crime and dispel perceptions of the area as unclean and unsafe. The integrated campaign work included education,

communication and publicity – power point presentations to community groups, print flyers and other educational materials to promote the benefits of a new library, distributed through door-to-door communication, and local media. In Fall 2011, the city mill levy passed, despite a national political climate of Tea Party anti-taxation efforts. Construction of the new library is underway. This research-driven campaign is used as a case study to showcase how integrated marketing communication and professional, mediated-communication can be used to address public concerns and misunderstandings to the benefit of the community.

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On the Textual Economy of Brand Equity: Accounting Semiotically for the Difference between Axiology and Linguistic Value

This paper addresses the issue of how brand equity emerges in the context of exchange acts among signifiers and signifieds in a textual economy. By drawing on the discipline of structuralist semiotics, I distinguish between two kinds of value, viz. axiology, as customarily employed in consumer research, and linguistic value, as acts of semiotic exchange, instituted in brand communication texts. Insofar as consumer-based brand equity essentially consists of differential brand associations arising from a coherent brand knowledge structure, the mode whereby this structure emerges in the context of a textual economy may be accounted for by recourse to the notion of 'linguistic value', as inaugurated by Saussure and later adopted by Greimas. By focusing on the generation of brand equity as linguistic value from a textual economic point of view, one is capable of analyzing not only how a brand appropriates existing cultural values (appropriated brand values), but, moreover, how values are invented by a brand in acts of semiotic invention (invented brand values). A conceptual approach that is geared towards an exploration of how brand values' invention is interlinked with acts of figurative brand discourse generation (or advertising texts),as multi-directional exchanges between signifiers/signifieds (in Saussure's terms) or elements of the planes of expression and content (in Hjelmslev's terms) in the context of a dynamic interplay between a brand's idiolect and a product category's sociolect, and related deviations from local and general degrees zero, contributes to our understanding of how sources of brand equity are linked to outcomes (or brand knowledge structures).

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Effects of Environmental Identity and Perceived Responsibility for Environmental Degradation on Consumers' Feeling of Collective Guilt

With widespread fears of climate change, global warming, and policymakers calling for reducing our consumption, it is important we have an understanding of antecedents of consumers' consumption behaviors that impact the environment. We examined the interaction effect of environmental identity (Clayton, 2003) and perceived responsibility for global warming (Ferguson and Branscombe, 2010) on consumers' collective guilt and its subsequent effect on pro-environmental behavioral intentions. We hypothesized that when environmental degradation is believed to be caused by humans, it leads to a feeling of collective guilt among those who identify highly with the environment. This guilt subsequently encourages environment-friendly consumption behavior. Further, we examined a mechanism by which the feeling of collective guilt may be avoided by some. Those who do not identify with the environment as much, avoid the feeling of collective guilt through moral disengagement (Bandura, 1999), that is, cognitively justifying the human behavior that adversely impacts the environment.

In a 2 x 2 (Responsibility belief: Human vs. Natural factors) x 2 (Environmental Identity: Hi vs. Lo) between-subjects experiment, participants (n=222) first completed a measure of environmental identity following which they read an excerpt from a fictitious scientific article that argued either for human behavior or natural forces being responsible for global warming. Participants then completed the dependent measures (collective guilt, moral disengagement, and pro-environmental behavior).

Participants were categorized as Low or Hi EI based on whether their Environmental Identity score fell in the lowest or highest tercile respectively. An ANOVA was run with Collective Guilt as the dependent variable and Responsibility Belief and Environmental Identity as independent variables. As hypothesized, the interaction was significant ($F_{1,137}=4.95$, $p<.03$) as also the two main effects (see Figure). Further, regression analysis showed that moral disengagement

mediates the interaction effect on collective guilt only in the case of low environmental identity participants. Finally, our results showed that collective guilt positively impacts pro-environmental consumption behavioral intentions.

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Assessing Customer Value in Key Account Management Relationships

Marketing literature has recognized the importance of Key Account Management (KAM) in creating value in buyer-seller relationship by achieving mutual gains. However, the meaning of value within KAM has not been sufficiently explored in the literature. Literature so far usually addresses value from either the customer's or the supplier's perspective, missing therefore the relational nature of a KAM program as well as the resulting implications for marketing strategy. The present study, using data from 304 personally administrated interviews, proposes a conceptual and empirical examination of customer value in Key Account Management (KAM) relationships incorporating dimensions of value creation from both suppliers-customers.

The study reveals that the development of relationship quality represents the value from the customer's perspective (i.e. value to the customer) whereas achieving superior performance, both financial and non-financial, represents the value from the supplier's perspective (i.e. value to the supplier). Findings suggest that value to the customer significantly influences value to the supplier.

This study contributes to the literature in that it provides a comprehensive view of customer value in KAM relationships. Specifically, the study attempts to build a bridge between the two perspectives of customer value (i.e. value to the supplier and value to the customer) and empirically examines how value dimensions of both sides are related. The study has also managerial implications. The findings of the study indicate that suppliers should consider both the value they provide to the customers and the value the customers offer to them. This implies that suppliers should treat customers as assets that need to invest in but, at the same time, they need to assess the potential return before moving to such investment.

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The Two Minds of the Consumer New Insights into Peripheral Advertising Processing and the Concept of Persuasion Cues

Current thinking on advertising processing generally distinguishes between two persuasive routes (e.g. the Elaboration Likelihood Model (Petty and Cacioppo) differentiates between a central and a peripheral route, but see also e.g. the Systematic/Heuristic model (Chaiken) or the Scanning/Focussing Hierarchy (Van Raaij)). Indeed, these state-of-the-art dual-processing models generally speak of a *central persuasive route* in which the consumer focuses on the content of the ad and in which he/she engages in extensive and mostly conscious elaboration processes, and of a *peripheral persuasive route* in which she/he processes the ad only superficially, fast and quasi automatically in terms of a handful of meaningful 'cues'. Although the more conscious and controlled central ad processing systems have been studied extensively, the more low-conscious and automatic peripheral advertising processing route has only recently come into focus. Some authors (e.g. Heath 2012) now even claim that this more fast, automatic and intuitive peripheral ad processing is indeed the standard mode in which consumers handle ads.

To achieve a better understanding of this peripheral route and of the corresponding cue concept, we argue that these dual advertising processing models highly parallel contemporary psychological theory and research revealing that there are two distinct brain systems at work in human information processing and decision making in general: System 1 (evolutionary old, unconscious/preconscious, automatic, fast and intuitive) and System 2 (evolutionary recent, conscious, controlled, slow and reflective). For a good overview of this S1/S1 model, see *Thinking, Fast and Slow,* the bestselling 2011 book by Nobel Prize winner in Economics Daniel Kahneman.

Moreover, we also present the results of extensive experimental ad-likeability research (ad-likeability being a premium indicator of the to-be-expected advertising effectiveness). Our findings – stemming from several hundreds of respondents and several dozens of print ads – then highly support the validity and practical usefulness of these new insights on the cue concept and the peripheral ad persuasion processes.

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Conceptualising the Corporate Cultural Fit – A Global Account Management Perspective

Strategic management of global customers is an important component of any supplying company's strategy and has become increasingly important in theory and practice over the last years. Hence, the questions that industrial suppliers and researchers are asking themselves more and more are how to gain a competitive advantage in a fast changing business-to-business environment, how to satisfy customer needs as well as possible, how to build up successful and sustainable long-term relationships - all on a global basis.

One of the most discussed approaches within global sales management and global customer coordination research is the holistic approach of Global Account Management (GAM), defined as "an organizational form and process in multinational companies by which the worldwide activities serving a given multinational customer are coordinated centrally by one person or team within the supplying company" (Montomery and Yip 2000:2). Despite the fact that the concept of Global Account Management is already widely applied in industry, it is vital that companies seek out ways to design their GAM organisations, interfaces and activities to be even more customer specific to ensure continuing competitiveness. Consequently there is a very pressing need for the development of GAM research.

An integrated Corporate Cultural Fit Model has been conceived. This is based on an interdisciplinary aggregation of concepts from customer account management, corporate culture and customer relationship management theory and supported by a case study including extensive qualitative data from 21 interviews with experts of GAM organisations inside a leading global automotive supplier. The findings address the existing research gap regarding the process how GAM organisations can adapt to be more in line with the corporate culture of their global customers.

The evaluation of the most important corporate cultural factors that influence the complex supplier - customer relationships forms the basis

for the conceptual model's orientation towards individual customers' culture and thus towards their individual needs and requirements. The main objective of the presented work is to clearly identify the important aspect of the extent to which such a cultural fit enhances Global Account Management organisations from a relational performance perspective.