

2015

# Management & Marketing Abstracts

13<sup>th</sup> Annual International  
Conference on Management &  
Marketing

29-30 June & 1-2 July 2015,  
Athens, Greece

Edited by Gregory T. Papanikos

THE ATHENS INSTITUTE FOR EDUCATION AND RESEARCH





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# Preface

This abstract book includes all the abstracts of the papers presented at the *13<sup>th</sup> Annual International Conference on Management & Marketing, 29-30 June & 1-2 July 2015*, organized by the Athens Institute for Education and Research. In total there were 46 papers and 51 presenters, coming from 17 different countries (Brazil, Canada, China, Colombia, Hong Kong, Italy, Mexico, Portugal, Singapore, South Africa, Spain, Sweden, Switzerland, Taiwan, The Netherlands, UK and USA). The conference was organized into eleven sessions that included areas such as Operation and Production Management, Consumer Behavior, E-Commerce and On Line Environment, Strategy, Innovation and Entrepreneurship and other related areas. 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 and/or journals 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**  
**13<sup>th</sup> International Conference on Management & Marketing 29-30**  
**June & 1-2 July 2015, Athens, Greece**

**PROGRAM**

**Conference Venue: Titania Hotel, 52 Panepistimiou Avenue, Athens, Greece**

**Organization and Scientific Committee**

1. Dr. Gregory T. Papanikos, President, ATINER & Honorary Professor, University of Stirling, UK.
2. Dr. George Poulos, Vice-President of Research, ATINER & Emeritus Professor, University of South Africa, South Africa.
3. Dr. Sharon Claire Bolton, Head, Management Research Unit, ATINER & Head, The Management School, University of Stirling, UK.
4. Dr. Cleopatra Veloutsou, Senior Lecturer of Marketing, University of Glasgow, U.K. & Head, Marketing Research Unit, ATINER, Greece.
5. Dr. Panagiotis Petratos, Vice President of ICT, ATINER, Fellow, Institution of Engineering and Technology & Professor, Department of Computer Information Systems, California State University, Stanislaus, USA.
6. Dr. Nicholas Pappas, Vice-President of Academics, ATINER, Greece & Professor, Sam Houston University, USA.
7. Dr. Chris Sakellariou, Vice President of Financial Affairs, ATINER, Greece & Associate Professor, Nanyang Technological University, Singapore.
8. Dr. Nektarios Tzempelikos, Senior Lecturer in Marketing, Anglia Ruskin University, U.K.
9. Ms. Olga Gkounta, Researcher, ATINER.

**Administration**

Stavroula Kyritsi, Konstantinos Manolidis, Katerina Maraki & Kostas Spiropoulos

**Monday 29 June 2015**

(all sessions include 10 minutes break)

**08:00-08:40 Registration and Refreshments**

**08:40-09:00 (ROOM B) Welcome & Opening Remarks**

- Dr. Gregory T. Papanikos, President, ATINER.
- Dr. Sharon Claire Bolton, Head, Management Research Unit, ATINER & Head, The Management School, University of Stirling, U.K.
- Dr. Cleopatra Veloutsou, Head, Marketing Research Unit, ATINER, Greece & Senior Lecturer of Marketing, University of Glasgow, U.K.

**09:00-10:30 Session I (ROOM B): Strategy, Innovation and Entrepreneurship**

**Chair:** Sharon Claire Bolton, Head, Management Research Unit, ATINER & Head, The Management School, University of Stirling, U.K.

1. \*Andre Leite, Professor, Federal University of Santa Catarina, Brazil, Nei Nunes, Professor, Southern University of Santa Catarina, Brazil & Marcos B.L. Dalmau, Professor, Federal University of Santa Catarina, Brazil. How Property Rights Shape Strategy: Evidences from the Brazilian Electricity Industry. (MGT)
2. Alejandro Rodriguez-Valle, Professor, Universidad Veracruzana, Mexico. Innovation Commitment among Mexican Firms. An Empirical Enquiry. (MGT)
3. Junzhi Huang, Postgraduate Student, Shanghai International Studies University, China, Yinan Zhou, Undergraduate Student, Shanghai International Studies University, China, Zheng Fan, Dean and Professor, Shanghai International Studies University, China & Qingli Fan, Undergraduate Student, College of Williams and Mary, USA. New Business Philosophy in Mobile Internet Era. (MGT)
4. Kanellos-Panagiotis Nikolopoulos, Ph.D. Researcher, Open Universiteit Nederland, The Netherlands, Dimitris Chelidonis, Smart-labs.gr, Greece & Katerina Nicolopoulou, Senior Lecturer, Strathclyde Business School, U.K. New Venture Creation as a Response to the Greek Crisis: A Processual Perspective of Entrepreneurial Initiatives from a Greek Region. (MGT)
5. Ching-I Chen, Ph.D. Student, National Kaohsiung First University of Science and Technology, Taiwan & Shih-Tung Shu, Associate Professor, National Kaohsiung First University of Science and Technology, Taiwan. Patient Positivity and Participation in Services: Examining the Synergistic Effects of Self- and Other-Efficacy.(MGT)

**10:30-12:00 Session II (ROOM B): Product and Brand I**

**Chair:** Cleopatra Veloutsou, Head, Marketing Research Unit, ATINER, Greece & Senior Lecturer of Marketing, University of Glasgow, U.K.

1. Peng Zou, Professor, Harbin Institute of Technology, China. Investor Response to Standardized Information Disclosure of Food Products in China. (MKT)
2. Veronica Gabrielli, Associate Professor, University of Modena and Reggio Emilia, Italy & Ilaria Baghi, Assistant Professor, University of Modena and Reggio Emilia, Italy. From the House of Brand to the Branded House: The Effects of a Brand Portfolio Shift on Consumers' Choice.
3. Lai-Cheung Leung, Senior Lecturer, Lingnan University, Hong Kong. Enhancing Brand Equity for Services through Consumer-Brand Experiences and Relationship. (MKT)
4. \*Carla Ruiz-Mafe, Associate Professor, University of Valencia, Spain, Jose Marti-Parreno, Associate Professor, European University of Valencia, Spain, Elena Fernandez Blanco, Associate Professor, Pontifical University of Salamanca, Spain & David Alameda Garcia, Associate Professor, Pontifical University of Salamanca, Spain. An Analysis on Receptiveness of Consumers to Embedded Brand Messages in Advergaming: The Role of Gender in Player's Behaviour. (MKT)

**12:00-13:30 Session III (ROOM B): E-Commerce and On Line Environment**

**Chair:** \*Andre Leite, Professor, Federal University of Santa Catarina, Brazil

1. Mei-Ju Chen, Assistant Professor, Chienkuo Technology University, Taiwan & Chun-Der Chen, Associate Professor, Ming Chuan University, Taiwan. Establishing Trust in Group-Buying Website through Trust Assurance: The Perspective of Elaboration Likelihood Model. (MKT)
2. Raul Laureano, Assistant Professor, Instituto Universitario de Lisboa (ISCTE-IUL), Portugal, Filipa A. Colaco, MSc Student, Instituto Universitario de Lisboa (ISCTE-IUL), Portugal, Pedro Ferreira, Lecturer, Instituto Universitario de Lisboa (ISCTE-IUL), Portugal & Luis M. S. Laureano, Assistant Professor, Instituto Universitario de Lisboa (ISCTE-IUL), Portugal. The Consequents of the Effectiveness of Collective Online Shopping Systems: The Perspective from Portuguese Business Partners. (MKT)
3. Li-Ting Huang, Assistant Professor, Chang Gung University, Taiwan. Influences of Social Capital and Content Attractiveness on Online Impulse Buying on Social Network Sites. (MKT)
4. Michael Serkedakis, Lecturer, Kennesaw State University, USA. Impact of Social Media on Sales Cycle in One Industry. (MKT)

**13:30-14:30 Lunch**

**14:30-16:30 Session IV (ROOM B): Consumer Behavior I**

**Chair:** \*Carla Ruiz-Mafe, Associate Professor, University of Valencia, Spain

1. Arjun Chaudhuri, Professor, Fairfield University, USA & Camelia Mico, Fairfield University, USA. Situational Effects of Loyalty and Value on Willingness to Pay: The Role of Emotion and Reason. (MKT)
2. \*Krishna Kistan Govender, Professor and Dean, Regenesys Business School & University of Kwazulu-Natal, South Africa & Simon Taylor, Regenesys Business School & University of Kwazulu-Natal, South Africa. Loyalty in the Telecommunications Industry - A Case Study of South African Mobile Companies. (MKT)
3. Evangelos Xevelonakis, Professor, University of Applied Sciences in Business Administration Zurich, Switzerland. Social Influence and Customer Referral Value. (MKT)
4. Li-Fei Chen, Associate Professor, Fu Jen Catholic University, Taiwan, Fang-Chih Tien, Professor, National Taipei University of Technology, Taiwan, Yu-Hsiang Hsiao, Assistant Professor, National Taipei University, Taiwan & Fu-Hsuan Chiu, Student, Fu Jen Catholic University, Taiwan. The Effect of Service Attitude on Customer Satisfaction - A Case Study. (MGT)
5. Chien-Hsin Yang, Assistant Professor, Overseas Chinese University, Taiwan. Hybrid Support Vector Regression and Particle Swarm Optimization for Discovering the Critical Factors of Entering University in Taiwanese Senior Vocational High School Students. (MGT)
6. Monica Perez Sanchez, PhD Student, University of Valencia, Spain & Marcelo Royo Vela, Professor, University of Valencia, Spain. Consumer Perceptions toward Down-price Brand Extensions within the Luxury Market.

**16:30-18:30 Session V (ROOM B): Operation and Production Management**

**Chair:** Evangelos Xevelonakis, Professor, University of Applied Sciences in Business Administration Zurich, Switzerland.

1. Chao-Ton Su, Professor, National Tsing Hua University, Taiwan, Chin-Sen Lin, Assistant Professor, China University of Science and Technology, Taiwan & Chun-Chin Hsu, Associate Professor, Chaoyang University of Technology, Taiwan. A GA-Based Approach for Process Optimization in PCB Assembly. (MGT)
2. Hsin-Pin Fu, Professor, National Kaohsiung First University of Science and Technology, Taiwan, Cheng-Yuan Chen, Professor and President, National Kaohsiung First University of Science and Technology, Taiwan, Wen-Chin Yeh, National Kaohsiung First University of Science and Technology, Taiwan & Jia-Shiang Lu, IE Engineer, Advanced Semiconductor Engineering Inc., Taiwan. Combining BPN and Taguchi Method to Predict Pulling Speed in Extrusion Manufacturing Process of PVC Plastic Spiral Pipes. (MGT)
3. Mu-Chen Chen, Professor, National Chiao Tung University, Taiwan, Yu-Hsiang Hsiao, Assistant Professor, National Taipei University, Taiwan & Yi-Ching Liu, National Chiao Tung University, Taiwan. Product Consolidation for the Supply Chain of Fresh Fruits and Vegetables. (MGT)
4. Wei-Feng Tung, Associate Professor, Fu-Jen Catholic University, Taiwan. IT-enabled Collaborative Service of Agricultural Production Planning for Small Peasants. (MGT)
5. Hsin-Wen Kuo, Ph.D. Student, National Kaohsiung First University of Science and Technology, Taiwan & Yenming J. Chen, Associate Professor, National Kaohsiung First University of Science and Technology, Taiwan. Reposition Conflicting Partners under Inventory Risk.(MGT)
6. Hsiang-Ting Su, Ph.D. Candidate, National Kaohsiung First University of Science and Technology, Taiwan & Hsin-Pin Fu, Professor, National Kaohsiung First University of Science and Technology, Taiwan. Marketing Strategy of ERP in Retailing Environment.

**18:30-20:30 Session VI (ROOM B): Business to Business Marketing and Other Essays**

**Chair:** Nektarios Tzempelikos, Senior Lecturer in Marketing, Anglia Ruskin University, U.K.

1. Enrico Baraldi, Professor, Uppsala University, Sweden, Andrea Perna, Uppsala University and Polytechnic University of Marche, Sweden & Fabio Fraticelli, Polytechnic University of Marche, Sweden. The Connections between B2B Marketing Processes and IT Solutions: Two Case Studies on the Application of CRM in Industrial Companies. (B2B)
2. \*Breno de Paula Andrade Cruz, Professor, Rural Federal University of Rio de Janeiro, Brazil & Delane Botelho, Professor, Sao Paulo School of Business Administration, Brazil. Relational Boycott. (MKT)
3. Chris Adendorff, Professor, Nelson Mandela Metropolitan University, South Africa, K. Jonker, Professor, Nelson Mandela Metropolitan University, South Africa & A. Roux, Nelson Mandela Metropolitan University, South Africa. Proposed Umbrella Vision for South Africa towards 2055. (B2B)
4. Sara Bartoloni, Ph.D. Student, Universita Politecnica delle Marche, Italy, Gian Luca Gregori, Professor, Universita Politecnica delle Marche, Italy & Federica Pascucci, Assistant Professor, Universita Politecnica delle Marche, Italy. The Relationship between Export Market Orientation and International Performance in the Context of SMEs. (MKT)

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

## Tuesday 30 June 2015

### 08:00-10:00 Session VII (ROOM B): Marketing Communications

**Chair:** \*Krishna Kistan Govender, Professor and Dean, Regenesys Business School, University of Kwazulu-Natal, South Africa

1. \*Patrick Brockett, Chaired Professor, University of Texas at Austin, USA, \*Linda Golden, Professor, University of Texas at Austin, USA, Michael Kwinn, Professor, United States Military Academy, USA & William Cooper, Professor Emeritus, University of Texas at Austin, USA. Using DEA to Determine the Optimal Efficiency Mix of Combined Category and Brand-Specific Advertising. (MKT)
2. Marcelo Dantas, Professor, Federal University of Bahia's Reconcavo, Brazil & Eduardo Davel, Professor, Federal University of Bahia, Brazil. Managing Cultural Manifestations: The Case of Popular Festivities in Bahia. (MGT)
3. Josefa Parreno-Selva, Lecturer, University of Alicante, Spain, Francisco Jose Mas-Ruiz, Professor, University of Alicante, Spain, Maria del Enar Ruiz-Conde, Lecturer, University of Alicante, Spain & Aurora Calderon-Martinez, Lecturer, University of Alicante, Spain. Are Light and Regular Products Equivalent to Virtue and Vice Products in the Price Promotion Effects? (MKT)

### 10:00-12:00 Session VIII (ROOM B): HRM, Organizational Behavior and Management Learning

**Chair:** Patrick Brockett, Chaired Professor, University of Texas at Austin, USA

1. John Trougakos, Associate Professor, University of Toronto, Canada, Subra Tangirala, University of Maryland, USA & David Zweig, University of Toronto, USA. A Within-Person Examination of Interpersonal Fairness and Knowledge Sharing Behaviors. (MGT)
2. \*Karin Brunsson, Associate Professor, Uppsala University and Jonkoping International Business School, Sweden. The Teachings of Management. (MGT)
3. Tao Zhang, Lecturer, University of Birmingham, U.K. & Yanan Wang, Harbin University of Science and Technology, China. Combating the Haze in China: A Theoretical Model of Employees' pro-Environmental Behaviours. (MKT)
4. \*Andrea Poleto Oltramari, Researcher-Professor, Federal University of Rio Grande do Sul, Brazil, Maria Jose Tonelli, Researcher-Professor, Fundacao Getulio Vargas, Brazil, Joao Lins, Researcher-Professor, Fundacao Getulio Vargas, Brazil, Ana Carolina Aguiar, Researcher, Fundacao Getulio Vargas, Brazil & Jorge Cavalcanti Boucinhas Filho, Researcher-Professor, Fundacao Getulio Vargas, Brazil. The Future of Work: Impacts and Challenges for Organizations in Brazil. (MGT)
5. Sarah Ceballos, Ph.D. Student, Our Lady of the Lake University, USA. What is the Relationship between Baby Boomers, Gen. X&Y, Millennials and Leadership Preferences? (MGT)



**12:00-13:30 Session IX (ROOM B): Consumer Behavior II**

**Chair:** \*Linda Golden, Professor, University of Texas at Austin, USA

1. Peter Koveos, Professor, Syracuse University, USA & Yimin Zhang, Professor and Former Dean, University of Shanghai for Science & Technology, China. Has the Chinese Consumer Benefitted from the Reforms? Results of a Survey.
2. \*Juan Carlos Chica, Associate Professor and Director, Management Department, National Colombia University, Colombia & Valentina Arteaga, MBA Student, National Colombia University, Colombia. Proposed Procedure for Validation of Consumer Behavior through Neuromarketing. (MKT)
3. \*Ji- Hyun (J.) Kim, Associate Professor, Kent State University, USA & Kendral Lapolla, Kent State University, USA. U.S. Millennia's Thrift Shopping and Consumption: Interpretations using the Goal Framing Theory. (MKT)
4. Dan King, Assistant Professor, National University of Singapore, Singapore. Mental Thermoregulation. (MKT)
5. Canan Corus, Assistant Professor, Pace University, USA & Bige Saatcioglu, Pace University, USA. The Social Construction on Womanhood in Middle Age. (MKT)

**13:30-14:30 Lunch**

**14:30-16:00 Session X (ROOM B): Management in the Public Sector**

**Chair:** \*Ji- Hyun (J.) Kim, Associate Professor, Kent State University, USA

1. Georgios Kominis, Lecturer, University of Glasgow, U.K. & Adina Dudau, Lecturer, University of Glasgow, U.K. One More Time: How Do You Motivate Managers in the Public Sector? (MGT)
2. Atif Sarwar, Research Officer, University of Essex, U.K. Technology Affording Changes in Social Work Professional Practices: Appropriating Integrated Children's System (ICS) in three UK Social Work Organizations. (MGT)

**16:00-17:30 Session XI (ROOM B): Product and Brand II**

**Chair:** Marcilio Machado, Lecturer, FUCAPE - Fundacao Capixaba de Pesquisa, Brazil

1. Syed Akhter, Professor, Marquette University, USA & Marcilio Machado, Lecturer, FUCAPE - Fundacao Capixaba de Pesquisa, Brazil. Culture and Chocolate Consumption in China: A Case Study of the Launch of a Brazilian Brand. (MKT)
2. Salomien Boshoff, Junior Lecturer, University of the Free State, South Africa & Pedro-Mari Malhebe, University of the Free State, South Africa. South African Perspective of Extrinsic Wine Label Cues. (MKT)

**17:30-20:00 Urban Walk (Details during registration)**

**20:30- 22:00 Dinner (Details during registration)**

**Wednesday 1 July 2015**

**Cruise: (Details during registration)**

**Thursday 2 July 2015**

**Delphi Visit: (Details during registration)**



**Syed Akhter**

Professor, Marquette University, USA

&

**Marcilio Machado**

Lecturer, FUCAPE - Fundacao Capixaba de Pesquisa, Brazil

## **Culture and Chocolate Consumption in China: A Case Study of the Launch of a Brazilian Brand**

**Introduction:** Historically, chocolate has not been a part of Chinese diet. It was neither a popular snack nor a sought-after desert. Therefore, in launching and marketing this product in China, a firm would have to take several strategic decisions that would be different from those it would take in a market where the product is a part of the consumption culture. This case study therefore examined how a Brazilian firm launched a chocolate brand (Garoto) in China and the type of strategic decisions it took to consolidate its market position. Guided by the structure-conduct-performance framework, this study focused on the two key types of strategic decisions that firms take in internationalizing their business: mode of market entry and the marketing mix decisions.

**Brazil and China Trade Relations:** China is now the largest trading partner of Brazil. This development is notable because not very long ago Brazil's exports to China were almost inconsequential. In 1990, Brazil exported just a little over 1% of its total exports to China. In 2013, however, the share of exports to China increased to more than 19%. While Brazil's exports to China have been on an upward trajectory, what is noteworthy about these exports is their composition. Brazil's exports to China consist mostly of raw materials, such as iron ore, soybeans, and petroleum. As such, there is a growing concern in the country that relying on commodities' exports might not be beneficial for Brazil in the long run. As such, a consensus is developing that Brazilian firms need to diversify their exports to China, from commodities to finished goods, especially value added consumer goods.

**Method:** The research took a case study approach to examine the strategic marketing decisions a Brazilian firm took to expand into the Chinese market. The case study approach was considered appropriate because one of the research goals was to gain deeper insights into the type of strategic decisions that firms make in a market where the product is not a part of the consumption culture. Furthermore, as research on the involvement of Brazilian firms in China is at a formative

stage, a case study approach is expected to provide a deeper understanding of the launch of a new brand.

**Interviews:** A one-on-one in-depth interview with the export manager of the firm was conducted. Before beginning the interview, a brief introduction about the goals of the research and affiliations of researchers was made. Following this introduction, an interview protocol was used to conduct the interview. In the interview, a semi-structured format was followed, which is conducive to clarifying questions and seeking clarifications on responses if needed. In this approach, the interviewer is able to obtain more information and manage the interview process more effectively. The interview lasted for about ninety minutes. Two months later, a follow up interview was conducted for sixty minutes to further clarify some of the strategic issues.

**Data:** In the interview, some of the key data collected were as follows: number of years of exporting experience for the firm, main export markets, products exported; initiatives regarding the Chinese market, information gap about the Chinese markets, level of trust in dealing with Chinese intermediaries, and customer knowledge; strategic focus of the company involving market orientation, market selection, market development, product standardization and customization, and diversification.

**Findings:** Findings show the difficulties that a firm from a developing economy faces in launching and marketing products in another developing economy. Some of the key findings relate to the level of organizational commitment, resource endowments, knowledge gaps about markets and consumers, competitive pressures from established multinationals, difficulty of achieving wider distributions, and adapting product and packaging to suit local expectations.

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**K. Jonker**

Professor, Nelson Mandela Metropolitan University, South Africa

&

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## **Proposed Umbrella Vision for South Africa towards 2055**

The proposed Umbrella Vision 2055 summarises the ambitions of South Africans for the kind of country its citizens should strive to build. The achievement of this vision may appear unbelievable, but if South Africans are willing to face the challenges of addressing the key strategic issues outlined above, the vision should be realised. South Africa will, however, be confronted with a number of constraints or possible external threats in achieving this vision due to being a nation that has in the past hindered development efforts, which may influence against achieving the desired future. It is the choice of South Africans to therefore choose which path to follow in terms of future development as a nation. If good policies are implemented and all work scrupulously, the Umbrella Vision should be achieved. If, on the other hand, bad policies are implemented, South Africa will persist to fall behind with the associated consequences of poor human and social development. The main focus of the South African government must be the understanding of the proposed Umbrella Vision, by making it the main focus in the formulation of strategies, programs and policies.

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&

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## **The Connections between B2B Marketing Processes and IT Solutions: Two Case Studies on the Application of CRM in Industrial Companies**

Customer Relationship Management (CRM) refers to both a managerial philosophy and a set of technical solutions which has gained widespread diffusion in the last 20 years (Perna & Baraldi, 2014). CRM is a broad concept embracing, according to the most used definitions, the three key elements of strategies, processes and IT solutions (cf. Hedman & Kalling, 2002; Zablah et al. 2004; Payne & Frow, 2005). This paper focuses specifically on the *connections* between these *IT* systems (i.e., databases and software solutions) and the marketing and sales *processes* of the organization introducing CRM. While CRM systems are expected to support and improve key organizational processes in such areas as lead/prospect generation, sales management, customer relationship development, after sales and complaint management, there are also a series of challenges to implementing CRM ranging from organizational and cultural inertia to employees' motivation and monitoring (Zuboff, 1988; Dewett & Jones, 2001; Perna & Baraldi, 2014). Therefore, the many potential benefits of CRM constantly face a range of challenges and obstacles to implementing such technical solutions in a given organizational context. As for the empirical context where CRM has been investigated, Gummesson (2004) points that CRM studies have been focusing mostly on B2C contexts.

Against this background, the aim of this paper is to identify (1) how CRM's *IT solutions* are connected to the *B2B marketing processes* they are expected to support; and (2) which *possibilities* and *barriers* emerge while IT solutions are connected to B2B marketing processes within a specific organizational context. In order to address this dual purpose we conducted two in-depth longitudinal case studies over two small-medium sized Italian companies operating in industrial markets, the Loccioni Group and Elitron, who introduced in the last decade new or upgraded CRM systems. Our analytical framework is inspired both by the organization and IT literature (e.g., Yates et al., 1999; Dewett &

Jones, 2001) and by the Industrial Marketing and Purchasing (IMP) literature (e.g., Håkansson & Snehota, 1995; Håkansson & Ford, 2002). In connecting IT and marketing processes, our discussion identifies both strictly *intra*-organizational issues such as internal communication processes, data management routines, CRM implementation teams, and employees' motivation, experience and competence, on the one hand, and broader *inter*-organizational issues, such as customer types, sales cycles, interfaces with customers, nature and duration of customer relationships, value creation process, and degree of customization of offerings, on the other hand. Each of these connections entails in turn both opportunities and challenges, which are discussed in the paper and for which specific managerial implications are drawn.

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&

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## **The Relationship between Export Market Orientation and International Performance in the Context of SMEs**

The purpose of this study is to provide new insights into the relationship between “export market orientation” and “export performance”, by using empirical data from a sample of Italian roasting companies, that are mostly small and medium sized firms. Roasting is one of the most representative industries of Made in Italy abroad and it controls a significant international market share.

In a more and more competitive and turbulent market context (as international coffee market) it becomes fundamental the capability to acquire market information and use it more effectively than competitors. Firms can employ this information to copy with market changes and to deliver superior value in order to satisfy customers’ needs. In other words, it can be supposed that market orientation is a critical firm’s capability.

In the literature there are two major conceptualizations of market orientation; the first is the MKTOR model (Narver e Slater, 1990) which embraces a cultural perspective, and the second is the MARKOR model (Kohli e Jaworsky, 1990) which embraces a behavioral perspective. The performance implications of market orientation has received lots of empirical attention, but few studies examine this relationship in the international context. These few studies showed that market orientation is a significant determinant of export performance.

Given the aim of this study, which is to explore the firms’ behavior in foreign markets, we follow the behavioral perspective and we adapt the measurement model of export market orientation developed by Cadogan et al. (2001); this is based on the following three components:

- 1) export market intelligence generation;
- 2) export market intelligence dissemination;
- 3) export market responsiveness.

Each one of these components was examined and linked to export performance. Overall, the contribution of the study is twofold: to validate a measurement model of export market orientation in the

Italian contest of SME and to confirm/disconfirm the findings of the extant literature.

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&

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## **South African Perspective of Extrinsic Wine Label Cues**

This study was conducted due to a lack of knowledge of how the South African Pinotage wine consumers' perception (quality and price) and purchase intentions are influenced by extrinsic cues on the wine label. The aim of the study was to develop and refine a measuring instrument for the South African wine marketer. The result is an instrument (self-administrative questionnaire) that was tested with a small group of 80 respondents. The study concluded that various extrinsic cues, identified from the literature may influence wine consumers quality and price perception and their purchase intention. The empirical data showed that the front label and the brand name influence consumers' perception and purchase intention.



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## **Using DEA to Determine the Optimal Efficiency Mix of Combined Category and Brand-Specific Advertising**

Every enterprise with multiple brands or product offerings must decide strategically how to allocate its advertising budget across business units or to the enterprise as a whole (e.g., category versus brand advertising). This research uses Data Envelopment Analysis (DEA) and Cobb Douglas Production Functions to develop a log-linear model for the efficient production of sales (as the output/results metric variable) incorporating company level and brand specific advertising expenditures, as well as measures of environmental and other marketing mix variables (input variables). DEA is a technique, previously used in operations research and marketing, that utilizes an algorithm to determine the efficiency production of outputs (e.g., sales) with respect to inputs (e.g., mix of category or whole enterprise level advertising expenditures) with a specific objective function to determine the efficiency frontier.

This research shows how this DEA and Cobb Douglas methodology allows marketers to obtain: 1) the optimum allocation decision between joint and brand-specific advertising expenditures, and 2) detailed information capable of being used for benchmarking against brands who are allocating their advertising resources more efficiently (through the efficiency frontier resulting from the analysis). The empirical data used to illustrate this technique were from an experimentally designed study to investigate the relative efficiency of Joint Armed Services (institutional level) advertising and individual service brand advertising (e.g., Army, Navy, Air Force, Marines) for the United States. This methodology can be applied to any type of advertising allocation strategic decision-making, such as a consumer products firm with multiple brands (e.g., General Motors versus Cadillac, Toyota versus Prius, Colgate-Palmolive Corporate level advertising versus individual brand advertising dollar amount to Colgate brand toothpaste and Palmolive brand soap, etc.)

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## **The Teachings of Management**

The paper discusses the need for a management doctrine that, arguably, differs substantially from any experience of managerial practice.

It starts from the observation that management is taught as a set of relationships – a doctrine; most importantly the relation of management to organizational success, and the expectation that organizational success depends on organizational effectiveness, which in turn relates to efficiency. Managers are expected to give priority to the interests of their organization, to make it appear responsible, and approach the future by making decisions in an orderly way, following the rules of formal rationality.

Studies of managerial practice, in contrast, show mostly unclear relationships. In practice, management is a complex and quite unpredictable undertaking, including uncertainty about past occurrences as well as the future, unclear objectives and uncertainty about cause and effect relationships. Managers have limited capacity to make distinct and independent decisions, but must negotiate and compromise with external stakeholders as well as subordinates.

The paper discusses the predominance of the management doctrine despite ample evidence to its loose coupling to managerial practice – does the doctrine represent management theory, which should be seen as an ideal, and which some, perhaps, hope will materialize in the future? Do managers see their own organization as an unfortunate exception, while other organizations and managers follow the management postulates? Or does the doctrine imply an unclear relationship between management and organization? Should leadership substitute for management?

It is suggested that the teachings of management is a necessary component in the social construction of organizations; thus form an important part of the organizational economy that dominates world society. This is why management cannot be taught from a practice perspective only, but must be taught in a dual fashion: as a doctrine and as it may turn out in practice.

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### **What is the Relationship between Baby Boomers, Gen. X&Y, Millennials and Leadership Preferences?**

There is growing research discussing the generational differences between baby boomers, generations X & Y, and millennials such as: lexicon, values and leadership preferences. The empirical articles have explored why these differences exist amongst the various generations. However, given the newness of the research and the limited number of studies to date, there is still not enough evidence to support why such differences exist. Many models and theories of leadership currently exist and as a result have aided in providing instruments to examine types of traits or characteristics followers prefer from their leader. This study will use the Project GLOBE Leadership Dimensions to determine exactly which dimensions are more preferable based on each generation. The primary research question presented in this study will be: "What is the relationship between baby boomers, gen. X&Y, millennials and leadership preferences measured by Project GLOBE Leadership Dimensions when controlling for: age, gender, education, ethnicity, work experience, income and spirituality. In conclusion, the purpose of this study is to demonstrate why such differences exist between each generation and what steps can be taken to bridge the gap between these age groups. Lastly, this study aims to determine what makes someone a good leader and the style of leadership preferred amongst the different age groups.

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## **Situational Effects of Loyalty and Value on Willingness to Pay: The Role of Emotion and Reason**

We attempt to extricate behavioral differences due to the related but separate concepts of loyalty and value. We propose that the notion of situational influence separates loyalty and value. While loyalty is a function of the individual characteristics of a certain Consumer which match the characteristics of an Object (C x O), value is a function of a certain Consumer, a certain Object *and* a certain Situation (C x O x S). Moreover, while loyalty is an emotion based phenomena, often "irrational" in nature, value is a rational proposition of the superiority of one object over another in a particular situation. Value is an inherently rational outcome based on a relative and ratiocinative process while loyalty over time does not require much thought and is based on trust and even blind faith. *This notion of loyalty is strongest when accompanied by some social obligation to consume a particular product (Oliver 1999).* Accordingly, we conduct tests for both a university store and an unrelated chain store between both loyal and non-loyal university subjects for a purchase that is either a gift or for oneself. Two hypotheses are tested:

*H1: For loyal subjects (but not for non-loyal subjects) who visit a university store, behavioral intentions (willingness to pay a high price etc.) will be higher than at a chain store, regardless of the situation (buying a gift or buying for self). This will be mediated by positive emotional responses.*

*H2: For non-loyal subjects (but not loyal subjects) who visit a university store, behavioral intentions will be higher than at a chain store, when buying a gift but not when buying for themselves. This will be mediated by ratiocinative responses.*

H2 posits a three-way-interaction demonstrating that value (including the situation) produces behavioral intentions over and above those produced by loyalty alone.

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**Patient Positivity and Participation in Services: Examining  
the Synergistic Effects of Self- and Other-Efficacy**

Patient participation in health care is critical to forming the outcomes of a service encounter, yet patient often do not participate at levels that optimize their outcomes. This study applies the theory of positive emotions to examine how patient participation behaviors derived from positive emotions is conditioned by their perceived efficacy of themselves (self-efficacy, SE) and their partners (other-efficacy, OE) in health services. The model was tested using data from 130 local hospital inpatients in southern Taiwan.

Empirical results confirm that as patient relative affect levels become more positive, levels of participation increase as well. In turn, higher levels of positivity and participation improve patient perceptions of the quality of the service provider and satisfaction with the co-produced service experience. SE positively moderates the positive emotion impact on patient participation as well as the synergistic effect of SE and OE on patient participation. Implications of this research offer healthcare managers on designing services to help patients manage their emotions in ways that facilitate positivity and participation and thus improve service perceptions and outcomes. Physicians need to tailor their communication behavior to encourage participation among all patients.

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## **Establishing Trust in Group-Buying Website through Trust Assurance: The Perspective of Elaboration Likelihood Model**

In recent years, owing to the rise of online social media and social networks, new types of group buying have appeared and created a new buzz in the business world. One of the most well-known group-buying websites, Groupon, is initiated by third-party organizations, which differs from both customer-initiated and merchant-initiated group buying. Groupon offers one or more daily deals with deep discounts (sometimes 70–80%) off listed prices to attract consumers and persuade them to purchase products and services. However, as consumer disputes have become an endless stream, consumers may gradually lose confidence in group-buying websites. One way to enhance consumer trust in the context of business to consumer (B2C) e-commerce is to provide trust assurances, which are claims and supporting statements used by online retailers to address trust-related concerns. In this study, we explore how trust assurances affect the formation of consumers' initial trust in group-buying websites. We apply Toulmin's model of argument, the elaboration likelihood model (ELM), and selectivity hypothesis together to predict the relative influence of trust assurances according to gender difference in the context of group-buying websites. The argument quality and source credibility cues of trust assurances were manipulated to investigate how institution-based trust influences the formation of initial trust within group-buying websites. Results of the research indicated that the trust assurances of argument quality and source credibility affect consumer's trust in group-buying website. Besides, the results also finding that differences exist in the information-processing strategies utilized by females versus males. More specifically, the effect of argument quality on trust in the group-buying website was significantly stronger for females than for males and that the effect of source credibility on trust in the group-buying website was significantly stronger for males than for females.

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## **Product Consolidation for the Supply Chain of Fresh Fruits and Vegetables**

In recent years, the food safety related issues have become important in Taiwan, consumers require higher standard for the quality of foods. Numerous food safety regulations are established or discussed to protect publics from unqualified foods. Since refrigerated products are temperature-sensitive, perishable and fragile with shorter shelf life, cold chain management has become the trend which is developed to maintain the safety and quality of products. Among a variety of temperature-sensitive products, fresh fruits and vegetables have the most frequent connections to our daily lives. In addition, consumers also changed their shopping style from bulk purchase into various and small amount of purchase. This study analyzes the related literature and summarize relevant issues such as fresh fruit and vegetable supply chain, shelf life and cargo consolidation. For dealing with the situation due to the change of purchase type of fruits and vegetables turning into high product variety with small lot size, the 0-1 Integer Programming model of consolidation for fresh fruits and vegetables is formulated to consolidate fresh fruits and vegetables by considering the effects of temperature and ethylene. An illustrative example based on simulation data is resolved in this study to investigate the validity of the formulated mathematical model.

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## **The Effect of Service Attitude on Customer Satisfaction - A Case Study**

In order to enhance the competitiveness and profitability of organizations, managers try their best to increase customer satisfaction by improving service quality. Many factors have influences on customer satisfaction. Particularly, the degree of attention of customer service attitude plays a critical role and it has been attracting researchers and practitioners for many years in the field of service quality. This study hypothesizes that a high degree of attention of customer service attitude is a necessary condition for a high level of customer dissatisfaction. With a case study of a restaurant chain, the fuzzy set qualitative comparative analysis is applied to examine the different combinations of the degree of attention of customer service attitude, shop conditions, customer demographic toward customer satisfaction. Specifically, the analysis results reveal that (1) for elder customers with higher education and a higher income, a high degree of attention of customer service attitude would lead to a high level of customer dissatisfaction, and (2) for elder customers with lower education and a lower income, a low degree of attention of customer service attitude would lead to a high level of customer satisfaction. These findings enable the case company to improve service quality.



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&

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## **Proposed Procedure for Validation of Consumer Behavior through Neuromarketing**

Neuromarketing is a methodology that has been developed in recent times and that has been used to assess and validate the behavior of consumer, trying to understand what happens inside the heads of them.

Currently, there are different devices that enable these measurements and are more accessible to research of academic groups, allowing that these elements are not of exclusive use of clinics or medical centers.

What is intended with this research, is trying to standardize a model procedure for validation of studies of consumer behavior that have been made.

To achieve this objective, proceeds to identify the different reactions of brain waves, measured by an Electroencephalograph, and consider if the processes of investigation of behavior of the consumer which are made using traditional tools of measurement such as surveys, questionnaires, interviews, focus groups, etc., are consistent with the expressed will of the individual respondent and cerebral measurement.

This work presents the result of a pilot made with a research group in Marketing and finance from the Universidad Nacional de Colombia, Manizales Headquarters, which is generating results and learning for the realization and achievement of elements to make these measurements in a standardized way and looking for applications that allow them to take them to the marketing and finance field and can be used by different organizations.

Also presents the opportunity to continue and go deep with the respective studies by other research groups and even with companies that perform these studies in a commercial way.

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&  
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## **The Social Construction on Womanhood in Middle Age**

Middle age is considered a prominent rite of passage in a person's life whereby physical appearances change, new roles are adapted, and identities are negotiated. The goal of this study is to highlight the importance of understanding the interactions of consumers in midlife as they navigate in the healthcare arena.

We focus on menopause, which is a particularly interesting case of the medicalization process. Menopause is a rich context to explore identity negotiations in a healthcare setting, as it is a unique transition in that it is "strictly a female passage" that marks the beginning of several changes, challenges, and transitions in women's lives. As they become middle-aged, women not only undergo several bodily and emotional changes but they also are at times subject to negative stereotypes related to aging, beauty, and their sexual attractiveness. Understanding women's practices in the marketplace practices is important since women constitute a large, diverse consumer segment and they are often the primary decision makers in much of the familial consumption practices.

Preliminary findings based on in-depth interviews with women at menopausal phases hint at multiple distinct constructions of menopause and middle age. For example, while few of our informants perceive menopause as a medical condition that needs to be cured via medical ways (e.g., hormone replacement therapy) and thus, adhering to the medical discourse, others see it as a positive transition that motivates new beginnings (i.e., engaging in new hobbies, negotiating roles, and challenging societal norms about womanhood).

The presentation will be especially enlightening to marketers who aim at reaching women in their midlife transitions as well as managers and providers in healthcare services who interact with women on a daily basis.

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## **Managing Cultural Manifestations: The Case of Popular Festivities in Bahia**

As rich sources for learning about the complexity of management, cultural manifestations are collective experiences that express the identity of a community or a society. They exist and perpetuate in the shaping of tradition, but they renew themselves permanently in the cultural dynamic of contemporaneity. Companies and Governments (local or federal) are more and more interested by cultural manifestations because they attract tourists and contribute to the city economy as they emphasized the cultural singularity of a place in a given moment of the year.

Cultural manifestations cannot be managed in the conventional sense; they are not the responsibility of a manager, a boss or a leader that coordinate and execute the event. Indeed, they are not managed by a person but rather by many factors: the vital force of a tradition, a collective leadership that congregate and reinforce the values of that tradition, a community or population that share the recognition of the importance of a given tradition and share annually (normally, cultural manifestation have a right date and happens every year) the activities allowing to keep alive the manifestation. The management of cultural manifestations require a careful and sensitive governance practice, based on a logic of collective managing, organizing and networking, but also engaging public, private and community spheres and representatives.

In the first section of the paper, our research characterizes cultural manifestations in their cultural, organizational and economic dimensions. In a second section, we elaborate and highlight the identity negotiation as a pivotal practice for understanding the management of cultural manifestations. The experience of popular celebrations in Salvador (State of Bahia, Brazil) is presented and analyzed from the perspective of many identity dynamics and negotiations between key local actors. We argue that such phenomenon requires a more sophisticated and complex management practice. The research seeks to contribute to discuss and elaborate a theoretical reference for improve the understanding of management challenges concerning all these

manifestations that emerge, happens and enrich our sociocultural and economic life.

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## **Relational Boycott**

The boycott definition in marketing refers to the act of a consumer of not buying a product or service of a company due to some of its activities. There are five types of boycott in the literature: (i) religious boycott; (ii) economic boycott; (iii) ecological boycott; (iv) boycott of minority groups; (v) labor boycotts. This study introduces a new type of boycott: the relational boycott. An empirical study on virtual social networks in Brazil involving two large national companies, in a triangulated methodological approach (non-participant observation, netnography and grounded theory), found reasons presented by consumers who boycotted and that were not discussed previously in the literature. The main source of a relational boycott is a deteriorated relationship between the consumer and the company throughout the purchase process (before, during or after the purchase). Integrated to the concept of relational boycott is the concept of backlash - an act of repudiation (of the consumer or other actors) towards the organization itself or the organization behavior. The boycott is a kind of backlash that involves the consumer, but other forms of manifestations in virtual social networks can also be forms of backlash that are not characterized as boycott. In this study we highlight some features found in relational boycott: (i) one of the main reasons for the relational boycott is the poor service provided to consumers; (ii) although the practice of boycotting is individual specific, in virtual social networks consumers feel stronger when acting together since they share problems and stories, and end up creating a group identity; (iii) consumers do not know each other but on social networks they encourage other consumers to putting into practice its backlash in the form of boycott or other forms of repudiation.

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&

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## **New Business Philosophy in Mobile Internet Era**

This article analyses the commercial features of mobile internet era based on human nature, which can be summarized as "3 prior factors" methodology: to give priority to user, experience and platform. Furthermore, the article utilizes some cases, such as Luogic Show, Xiaomi Tech and TAB (Tencent, Alibaba and Baidu), to put forward some new ideas of Business Philosophy under the background of mobile internet era.

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**Combining BPN and Taguchi Method to Predict Pulling  
Speed in Extrusion Manufacturing Process of PVC Plastic  
Spiral Pipes**

PVC (polyvinyl chloride) plastic spiral pipes, which are often used with high-pressure pumps to feed cement, water, or other liquids, must meet strict quality requirements of diameter, thickness, and pressure resistance to prevent occupational hazard. Process parameters of PVC plastic spiral pipes must often be changed by experienced workers, or defective products will be produced when external environment temperature is changed. To overcome this problem, this study collected the actual process parameters of one extruded PVC plastic spiral pipe manufacturer, and used a combination of the Back-propagation Network (BPN) and Taguchi method to establish parameter prediction models in order to predict the extrusion process parameters under external temperature change. The results show that the accuracy of the process parameter design is higher than 99%, thus, the proposed prediction model has high accuracy of parameter prediction in the extruder process, and can assist manufacturers to rapidly and accurately adjust the PVC pulling (or rotating) speed of the haul unit during extruding, under external temperature change, in order to reduce dependence on experienced workers and the defective rate of PVC plastic spiral pipes.

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&

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## **From the House of Brand to the Branded House: The Effects of a Brand Portfolio Shift on Consumers' Choice**

A lot of companies recently shift their brand strategy from a portfolio composed by several brands (house of brands strategy) to a strategy by which the company brand appears behind already well-known brands and enclose them (a sort of branded house). Most literature is focused on the starting brand strategy, counterposing those two strategy. In particular, the house of brand strategy is suggested in order to highlights the differences within a produt portfolio, increasing the perception of a great choice variety. On the contrary, the branded house strategy facilitates the economies of scales. This is the reason why several companies recently change their strategy from house of brands to branded house (i.e. P&G, Unilever).

Which kind of effects this strategy shift induces in consumers' mind?

We performed a between-subject experimental design with actual brands in order to investigate perceptual, evaluative and behavioural effects of this strategy shift.

Our hypothesis are that consumers' who are aware of the existence of the same company brand behind 3 different well-known product brands (compared to those who are not aware of that) will show the following consequences: a) they will perceived a lower level of variety within the product portfolio; b) they will evaluate the choice less satisfactory and then c) they will make a choice composed by less quantity and less brands.

This is the first experimental investigation of such a brand strategy shift on consumers' choice.



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&

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## **Loyalty in the Telecommunications Industry - A Case Study of South African Mobile Companies**

If customers are unhappy with the costs of using mobile devices and there are cheaper options available in the market, they will use multiple service providers (sometimes referred to as 'multi-SIMing'). Since mobile telephony in South Africa is significantly more expensive than in most other countries, customers will leave, switch or use multiple service providers if their mobile communication needs are not satisfied by a single provider. The telecommunications market in South Africa has become increasingly competitive, and providers are launching aggressive promotion strategies to 'gain' market share from the big players. While service providers are placing their hopes on data-related products and services, there appears to be a trend towards dwindling loyalty which results in some customers not automatically using the same service provider for their mobile, voice and data needs. In fact, industry writers are not only recognising the problem of loyalty, but claim that mobile service customers are ditching their service providers faster than ever in the history of the industry.

There could be multiple reasons why customers use the internet services of a different service provider than to the one whose services they use for mobile telephony. For example, if a customer is looking for cheap call rates but very fast and stable internet, s/he might chose to use provider X to make calls, but also have a portable modem or data SIM from provider Y. Other reasons could relate to price, promotion, marketing, word of mouth and so forth. Such behaviour becomes a significant challenge for telecommunications service providers, in light of dwindling voice revenues, and they are therefore looking to bridge this loss of revenue with strong growth in data products and services.

In light of the above, this paper reports on a study undertaken in South Africa to investigate the phenomenon of loyalty in the telecommunications market.

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**Marketing Strategy of ERP in Retailing Environment**

This paper draws upon an Enterprise Resource Planning (ERP) framework and recent conceptualizations of information technology (IT) adoption methods to apply a marketing strategy for retailing innovation. Due to rapid consumer demand changes and information technology development, different industry types and formats, and different business models, such as convenience stores, 24-hour mode of operation and commercial demands for social and night life, discount stores and supermarkets require marketing channels to shorten the process of improvement. The purpose is to reduce lower cost, enhance production and marketing efficiency. Retailing environmental competitive strategy has become increasingly blurred with the conflicting trends, diversity in the service, price transparency, emphasis on fast, convenient times and formats all working in the information technology and using more services and integration. In addition to strengthen internal management mechanisms and processes, to identify positive innovation in the business model and integrate goods and services of the actual situation gaps. We discuss the key issues and managerial challenges related to retailing marketing innovations. This discussion is followed by an outline of possible future scenarios in the retailing marketing strategic management. The paper concludes with directions for further research in retailing marketing innovations.

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## **Influences of Social Capital and Content Attractiveness on Online Impulse Buying on Social Network Sites**

Impulse buying is popular in online shopping environments. Users may be attracted by several types of online advertisements. During the process, users may easily be aroused by a desire to buy something that they do not really need and have no plan for because of limited volume, low price, and the limited time. Even in the social network, impulse buying is unavoidable. Consumers may see interesting links to shopping websites on social network sites and subsequently purchase several products impulsively. When users surf social network sites and browse posts, they may be attracted by someone's shared experience and have the urge to buy the same product.

Studies on impulse buying have focused on direct influences of personal traits and situational factors. We apply the Stimulus-Organism-Response (SOR) paradigm to explore direct and indirect influences of affective, cognitive, and reactive factors on impulse buying. We propose two mediators for the relation between these factors and online impulse buying on social network sites based on social capital theory and flow theory. Moreover, we consider moderating effects of personal interest fitness on the relationship between 'stimulus' and 'organism'. The SOR paradigm is utilized in e-tailing environments. The more stimuli that consumers are exposed to, the more opportunities they have to engage in impulse buying. Social capital is an important resource on social network sites. These resources could enrich consumers' information and connections, as well as change consumers' attitudes and behaviors. Aside from hedonic gratification from social interaction, flow experience may play an important role in the formation of impulse buying behavior. Based on the flow theory, consumers will enjoy browsing attractive content and be immersed in participating in social networks.

An online questionnaire was employed for data collection. Four main findings emerge. First, 'urge to buy' is distinct from 'impulse buying', and it significantly predicts impulse buying behavior. Second, social network sites construct affective perception from social capital and construct e-atmospherics from well-designed web pages. Social network sites also construct e-atmospherics, and consumers can be influenced by web page contents if they perceive focused attention. A strong relationship between impulsiveness, urge to buy, and impulse buying has been demonstrated in the literature. Third, the influence of

stimuli on impulse buying varies by users' interests in social network articles. If consumers find that articles discuss their wants or needs, the article could initiate a strong desire in consumers to own the products mentioned in the article. Fourth, peer opinions influence impulsive desire to purchase, regardless of consumers' interests or needs. Friends on the same social network site have a considerable influence on consumers' desires to buy something. Several theoretical and managerial implications are proposed.

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## **U.S. Millennial's Thrift Shopping and Consumption: Interpretations using the Goal Framing Theory**

The goal framing theory postulates that individual consumers process information and take action toward a certain behavior depending on the most important goal also known as focal goal at the time of the circumstances which was referred as 'focal goal' (Lindenberg & Steg, 2007). There are three goal frames governing the information process and decision-making process – hedonic, gain, and normative goals (Lindenberg & Steg, 2007). They (2007) postulated that multiple goals/motives are active at any given time and other background goals can impose strong influences on the focal goal and its strength, which is the dominant motive toward a behavior. They argued that individual consumer's pro-environmental behavior can be explained and promoted by a normative goal frame, while other two goal frames – gain and hedonic – may result in not taking an action in an environmentally friendly manner.

Using personal interview technique, researchers collected qualitative data from female millennial consumers, predominantly college students. We found that the *financial constraint/motive* was the most prominent theme that emerged from the interviews, which is gain goal frame in the theory by Lindenberg and Steg (2007). This finding is in line with those of cultural theorists' perspective and studies, which reported that economic/financial need remains the key motivation among lower-income populations for their thrift shopping and consumption (e.g., Bardhi & Arnould, 2005; Williams & Paddock, 2003).

One of the preeminent themes that emerged from the present study was *uniqueness sought by the consumers*. This theme can be understood as hedonic goal frame which governs the hedonic and experiential benefits derived from wearing unique pieces found at the thrift retailer. This finding is parallel with Cervellon, Carey, and Harms (2012) who found that need for uniqueness, fashion involvement, and nostalgia proneness as antecedents of treasure hunting tendency among the second-hand clothing consumers.

Another theme that emerged from our interviews was the *thrill experienced from bargain hunting*. This theme captures both hedonic and gain goal frames of the consumers regarding thrift shopping. The thrill

of bargain hunting is generated from the shopping experience geared toward maximizing the monetary value from shopping for used goods at the thrift retailer, which is based on one's gain goal frame. During the shopping process with this gain goal in mind, which was manifested as bargain hunting, our participants also experienced the ultimate excitement, the state of emotion that one enjoyed the intrinsically satisfying shopping experience (Fiore & Kim, 2007). This dual goal frame is also in line with finding of previous studies which postulated the multifaceted shopping values experienced at a retailer (Kim & Lee, 2014; Kim & Damhorst, 2010).

Participants in our study seemed lacking in their conceptualization of the second-hand clothing consumption as the pro-environmental behavior. This finding is in line with the previous research (e.g., Ha-Brookshire & Hodges, 2009). In sum, the findings suggest that gain and hedonic goals were more frequently activated as focal goals among the millennial consumers when it comes to shopping at a thrift retailer. When accounting the demographic factors of our participants, being college students and having limited discretionary income, the findings are not completely unexpected. Yet, the researchers of this study aimed to illuminate this market segment's thrift shopping and consumption behavior to better assist the growing number of thrift retail business in both a traditional brick-and-mortar as well as online retailers such as ThredUp.com, Liketwice.com, and Threadflip.com (Koivu, 2014).

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## **Mental Thermoregulation**

In marketing, consumer decision making processes are, at the psychological level, broadly categorized into two categories: cognitive decision making, and emotional decision making (Shiv and Fedorikhin 1999). Cognitive decision making, or “cognition,” occurs when the consumer is more calculative, weighing the costs and benefits of different options before choosing a particular action or product decision (e.g., counting calories when purchasing food products). Emotional decision making, or “relying on affect,” occurs when the consumer relies exclusively on emotional or affective impulses (e.g., choosing the most delicious, most tasty ice cream) without considering their calories or fat content). The consequences of relying on cognition versus relying on affect can be significant: dining consumers who were manipulated to rely on cognition selected more salads and healthier options, whereas dining consumers who were manipulated to rely on affect selected more ice cream, cookies, and unhealthy options.

Consumer environments are rife with factors that influence consumer decision making, without consumers being aware of them. In this paper, we propose that ambient temperature has a significant effect on consumer decision making processes, and that the type of consumer decision making process (reliance on cognition versus emotions) also has an influence on the consumer’s physical temperature. We examine the effect of experienced physical temperature on a consumer’s reliance on cognition or calculative processes versus affect or emotional processes. In five lab experiments, we show that reliance on emotions can function as a psychologically-warming process while reliance on cognitions can function as a psychologically-cooling process, and thus individuals may alter their decision-making style according to their thermoregulatory objectives. In addition to experiments using psychological and behavioral measures, we also used actual, physiological measures (physical thermometers with high temporal resolution) showing that using a cognitive decision making process cooled down the participant’s body, and using an emotional decision making process warmed up the participant’s body.

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**One More Time:  
How Do You Motivate Managers in the Public Sector?**

This study follows up previous research to examine the potential relationships between managerial perceptions of elements of the performance measurement, evaluation and reward system (PMERS) and managers' motivation in a public sector setting. Utilising the expectancy-valence (E-V) model proposed by Kominis and Emmanuel (2007) and data from a survey of 256 middle-level managers in a Greek financial institution, a range of complex inter-relationships are observed and are further explored through interviews with managers. The findings provide evidence of a 'crowding-in' effect, with extrinsic rewards fostering the value of intrinsic motivators and thereby having both a direct and an indirect effect on managerial motivation. The underlying causes of this 'crowding-in' effect are discussed in the context of this public setting.



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## **Has the Chinese Consumer Benefitted from the Reforms? Results of a Survey**

According to China's 12<sup>th</sup> Five Year Plan, consumption will be emphasized as a deliberate aspect of government policy. Our paper analyzes the impact of reform on consumption. We examine the (aggregate) behavior of consumers in China during different periods of the country's economic history. The data are generated from the China National Bureau of Statistics Household Survey Organization (2012). Conclusions are brought forward regarding the role of the consumer in Chinese economy as the country develops further.

Our findings indicate that economic reform in general, and the efforts associated with the 12<sup>th</sup> Five Year Plan in particular, has increased significantly the growth rate of consumption in China, although consumption growth rates still lag GDP per capital growth rates. Beyond the mere consumption expenditure numbers, however, the Plan has made a contribution to the increase in the overall standard of living for Chinese citizens.

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### **Reposition Conflicting Partners under Inventory Risk**

This study investigates the strategy for a business to compete with its partners. Differentiation is usually employed but the effectiveness becomes suspicious when risk is present. Given inventory risk and cost increasing under demand variability, coordinated strategies are reached through product repositioning. When the product in a direct channel is cheaper and inferior than that in an indirect channel, the direct channel is not competitive under forbearing strategy. When the product in a direct channel is more expensive and inferior than that in an indirect channel, the direct channel should exercise assistant strategy. For products are with high demand variability (e.g., luxury goods), the higher selling cost is existed, the higher price should be for low positioned products and the larger differentiation must be in both direct and retail channels. When the product in an indirect channel positions to  $2/5$  of the direct channel and the wholesale price is the sum of linear combinations of product differentiation, profits are all maximized.

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**The Consequents of the Effectiveness of Collective Online  
Shopping Systems: The Perspective from Portuguese  
Business Partners**

Business models have evolved through the years. Globalization and the emergence of the internet have significantly influenced the creation of new business models where the main goal is to effectively and efficiently implement strategies to surpass clients' expectations. The collective online shopping systems emerge in 2008, and may be considered as an effective promotion tool for business partners. In this context, the main goal of this research paper is to evaluate the perception of the business partners on the effectiveness of the last promotional campaign made using a collective online shopping system. Additionally, it is also analysed the consequents of effectiveness. The sample is comprised of 38 global business partners. The results from applying regression models lead to the following conclusions. First, the intensity level of the relation between the objectives pursued and effectiveness is weak. Second, the overall and non-financial effectiveness are predictors of their consequents, namely: mouth-to-mouth marketing, image, returning customers, customer retention, repeat the promotion and recommend promotion, while the financial effectiveness has no influence on any consequent.

The existing literature on collective online shopping systems is still scarce. This research contributes to the literature by analysing the effectiveness and identifying the consequents of the effectiveness. From a business perspective, this study may help business partners to evaluate the impact on their business from promotional campaigns using collective online shopping sites and make a decision whether to

join or not. From the site managers' perspective this study may contribute to a better understanding of the perception held by the business partners on the business model's effectiveness and how to better meet their objectives.

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### **How Property Rights Shape Strategy: Evidences from the Brazilian Electricity Industry**

The main goal of this paper is to analyze how the evolution of the institutional environment of the Brazilian Electricity Industry (BEI) has influenced the strategies of the firms. To do so, we use two theoretical tools: the transaction costs economics and the theory of property rights, as developed by Coase (1937). The main characteristics of the BEI are: almost 90% the electricity is generated from hydroelectric plants; central coordination is required to minimize costs, optimize the operation of the system and mitigate risks; hybrid governance structure, where private firms compete with public owned firms; specific assets; and a complex and uncertain business environment. Since 1996, the BEI has faced two distinct reforms. The first, more market oriented, was characterized by the privatization of 80% of distribution firms and 20% of generation assets. But in 2001 Brazil faced its worse electricity crisis in history, so the new government in 2003 proposed a new model for the BEI. This model re-established the role of the government as a planner and tried to create a more competitive market through auctions. We analyze the long term contracts to buy energy and new investments in generation in the BEI. We show that in Brazil there were risks of gaming and it is difficult to allocate the residual rights perfectly and this has an influence in the fact that firms are buying electricity from firms of the same economic group. We conclude that the industry characteristics, the evolution of its governance structure and the transition between institutional models lead to an elevated potential for *ex-post* bargain. We also concluded that firms with real control have more competitive advantage than firms that have formal control, and this leads firms to self-dealing or to vertically integrate using contracts to sell and/or buy energy.

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## **Enhancing Brand Equity for Services through Consumer-Brand Experiences and Relationship**

Given the paradigm shift in marketing to a service dominant logic (Vargo and Lusch, 2004) and the changing role of branding to a co-creation process during which brand value is developed and evolved through interactions among the stakeholders involved (Merz, he and Vargo, 2009), the consumer experiences in the process are viewed as the basis for brand value creation (Prahalad and Ramaswamy, 2000 and 2004) and developing a close consumer-brand relationship is proposed as a strategic imperative to foster brand loyalty (Fournier, 1998). A number of previous studies confirm the importance of brand experiences in marketing practice (e.g. Schmitt, 1999; Brakus, Schmitt and Zarantonello, 2009) and the existence of the consumer-relationship framework (e.g. Sweeney and Chew, 2002; Veloutsou, 2007). However, only a few studies examine how brand experiences affect brand relationship quality (e.g. Chang and Chieng, 2006; Lee and Kang, 2012; Morgan-Thomas and Veloutsou, 2013). Very little research has been conducted to investigate how brand value is co-created through brand experiences and consumer-brand relationship, especially in a service context. The objective of the present research is to investigate how brand experiences and brand relationship are related to brand equity for services (a measure of perceived brand value). The consumer-brand relationship is conceived as a second order construct comprising affective relationship (measured by love, brand-self connection and interdependence) and utilitarian relationship (measured by intimacy, commitment and partner quality) (Leung, Bougoure and Miller, 2014). A conceptual model was developed to depict the relationships among brand experiences, brand relationship and brand equity. The proposed model was tested against a student sample recruited from a university in Hong Kong. Two service products and three brand stimuli for each service category were chosen this study. The two service products chosen were fast foods which represent standardized services, and banking services which represent customized services (Lovelock, 1983; Bowen, 1990). Another reason for selecting these two service products is to reflect the different relationship forms displayed in the consumer-brand relationship map developed by Fournier (2009). The relationship mapping is defined by relationship strength (superficial/weak vs. intense/strong) and relationship rewards (socio-emotional vs. utilitarian/functional rewards) (Fournier, 2009; Fournier and Avery,

2011). The model was analyzed by using structural equation modeling and received reasonable supports. The present research confirms that brand equity and consumer-brand relationship are the result of a co-creation process between the marketers and the consumers via consumers' experiences in a service process. Therefore, it is an important task for marketers to employ a variety of marketing vehicles to enhance brand experiences and develop partnership with consumers. Marketing implications are discussed at the end of the paper.

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## **New Venture Creation as a Response to the Greek Crisis: A Processual Perspective of Entrepreneurial Initiatives from a Greek Region**

The aim of this paper is to describe the creation of new business ventures in a Greek region as a response to the ongoing economic and financial crisis. By adopting a processual approach it will investigate the creation of social capital as a prerequisite for the creation of entrepreneurial ventures based on Bourdieu and Wacquant's Reflexive Sociology (1992). Before the onset of the crisis of 2009 Greece experienced a period of almost 30 years of economic prosperity based on external borrowing and consumption, coupled with the state playing a highly interventionist role in all sectors of economic activity, thus creating a discouraging effect for entrepreneurial start-up activity, particularly through measures such as heavy taxation and bureaucracy. It was only with the onset of the crisis that people started exploring models of cooperation and collective action by creating new forms of business ventures, and enacting entrepreneurship as a response. The paper will empirically investigate new forms of entrepreneurial initiatives and new venture creation on a regional level in the time of crisis in Greece. The key theoretical contribution of the paper is based on Bourdieu and Wacquant's (1992) theoretical framework which provides a detailed account of how capital transformation takes place; this framework will contribute to the study of social capital creation as part of the entrepreneurial process in response to the economic and financial crisis, specifically by linking it to the notion of cultural change driven by key actors in the Greek context.



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## **Are Light and Regular Products Equivalent to Virtue and Vice Products in the Price Promotion Effects?**

Retailers usually do price promotion of light and regular products, but little is known about whether these products are perceived as relative virtues or vices. This paper focuses on light products in which the consumption does not impose an immediate cost, which are not perceived as virtue produce, and estimates the effector price promotions on sales within the category and across product categories. The hypotheses assume that, due to these light products represent a more enduring involvement, the demand for light products is less price sensitive than demand for regular products. Furthermore, as non impulse buy products, price promotions of light products cannibalize the sales of other light products within the category. We also assume that the loss of profits of light products due to a change of product will imply that the price promotion of light products hurt regular products sales in other product categories. We adapt the decomposition model of the effect of price promotions on sales proposed by Leeflang et al. (2008), considering the possible differences across categories and light and regular products. Survey data to students of an university identify skimmed milk as a light product that does not impose an immediate cost. And daily scanner data from a hypermarket supports the own and cross-effects within and across categories, as described in our hypotheses.

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## **Consumer Perceptions toward Down-price Brand Extensions within the Luxury Market**

The luxury business has been characterized by its robustness and spectacular growth including the launch of the Pret-a-Porter company on the internet fifteen years ago. According to the prognosis for the year 2015 it will have the value 207 billion of dollars (Euromonitor quoted in Ciornea et al., 2012). This growth supposes a consumer an increase in the consumption of luxury brands at the same time.

The increasing number of consumers has pushed companies to expand their offer through brand extension design and creation. Nevertheless, this strategy brings with it inconveniences such as negative repercussions about the image on the luxury parent brand, affecting the perspective of the traditional consumers of luxury products, whose purchase motivation responds to exclusivity, limited accessibility and the scarcity of these brands.

This research intends to explain how downward price-based line extensions affect the consumer's brand image along with the self-image congruence. Additionally, it examines if this effect has repercussions on the purchase intention and the loyalty of the consumer toward the luxury brand.

The conceptual model was previously proposed within the qualitative research paradigm. The current model offers empirical quantitative techniques through personal survey based-consumer. The objective population of this study comprises luxury brand consumers. A sampling made in Valencia city, Spain.

Findings confirm that extension in new segments could affect the brand value perception in consumers of the parent luxury brand. The latter findings support the conclusion that purchase intention and brand loyalty was found to be influenced by down-price brand extensions. Research limitations and results are discussed.

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**The Future of Work:  
Impacts and Challenges for Organizations in Brazil**

This study aimed to understand the perception that Brazilian human resource managers have about labor relations in Brazil and what are the prospects of changes perceived by them, in particular with regard to flexibility of working hours and the use of different contractual labor links.

In total, 113 organizations from different sectors of the Brazilian economy participated of the sample. The most part of the sample are large companies. The segments are better represented by industrial products (19%) and financial services (15%), and most companies are characterized by the dominance of a younger workforce, which ages are between 35 years.

The analysis of the information collected in our study reveals that Brazilian companies are aware that structural changes in the business environment are transforming the work while professionals are expecting new ways of management. Companies showed difficulty on prioritizing compliance with these new expectations of the professionals. Professionals attach great importance to traditional issues like compensation and development, but also want flexibility, meritocracy and responsibility for career.

Most companies recognize the need for change in their human resources management strategies, but in practice they continue emphasizing the remuneration and development policies. Few things are being done to increase the flexibility of schedule and place of work, to address the needs of workers in relation to the construction of their careers and to integrate and value the different generations at workplace.

About the possibility of adopting more flexible models, respondents point to two types of barriers: legal impediments and difficulties

considering management and culture. The legislation now moves to enable options such as teleworking and work at home. But difficulties persist and generate management planning and implementation challenges, especially regarding the organizational culture and management systems.

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## **Innovation Commitment among Mexican Firms. An Empirical Enquiry**

In Mexico, the federal government leads an effort so utterly uncommitted to innovation and competitiveness that the last twenty years, R&D investment have remained below half of one percent of Gross National Product, one of the smallest investment among OECD countries. Also, the private sector remains a minority partner in the R&D investment effort. In this research project, we describe and explain activities involving a general innovation effort, due to the fact that the R&D investment is practically non existent among national private firms. We have enlarged the usual scope to cover innovation activities, which emphasizes the manufacturing firms, covering a wider spectutrum of the SCIAN classification of economic activities. We posed the following questions: in what way innovation activities impact the competitiveness of the firm; how different is innovation management across SCIAN classifications of economic activities; and, what is the relationship between top management statements of innovation efforts and realized innovation commitment. We designed a mixed research methodology, which after a brief bibliographical review; elaborated a Conceptual Framework; elaborated some hypotheses to advance on the research questions; designed and conducted a survey of approximately 600 firms and 50 semi-structured interviews with top officials among the surveyed firms; and analyzed and concluded on our research results. The researched firms were selected from Trade Associations in Veracruz, Veracruz, the thirteenth largest and oldest city in Mexico. We were aiming at ascertaining on the preciseness of the innovation concept, the perceived relationship of innovation and competitiveness, and the perceived role of innovation as a strategic tool for management. Our results shed some light on this issues.

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## **An Analysis on Receptiveness of Consumers to Embedded Brand Messages in Advergames: The Role of Gender in Player's Behaviour**

Advergames are free branded video games used by advertisers to target audiences with marketing communications in a playful, interactive, and engaging way. Nowadays, many types of organizations are starting to use advergames as a part of their marketing strategy. Their aim is to improve branding, to boost product awareness, and collect detailed data about existing and potential customers, clients, and supporters. Despite the growth in adoption of this branded entertainment genre, little academic research has been undertaken which focuses specifically on the evaluation of the effectiveness of advergames at delivering a promotional message. Previous research investigating the extent to which game players absorb messages in interactive environments, has focused mainly on video and more general online gaming environments. This study focuses on analysing key drivers of consumers' intention to use advergames, paying special attention to the role of gender.

The aim of this research is twofold: (1) to analyse the role of consumer's previous experience and consumer-genre relationships as direct determinants of consumer's willingness to play advergames (2) to evaluate the effects of the interaction between gender and these variables on player's behavioural intentions. To do so, an empirical research study involving 423 Spanish participants was developed. Findings suggest that attitude towards advergames, advergaming genre affinity and attitude toward product placement in advergames are the key drivers leading men's playing intentions. For women, attitude towards advergames, advergaming genre affinity and previous experience are the antecedents of playing intentions. These results suggest differences related to advergames' acceptance depending on gender. This study deepens understanding on branded entertainment and provides the basis to use branded video games as a marketing tool

for companies. Managerial implications and future research lines are provided.

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## **Technology Affording Changes in Social Work Professional Practices: Appropriating Integrated Children's System (ICS) in three UK Social Work Organisations**

This paper considers changes in Social Work Children's Services afforded by technology. It uses theory of affordances grounded in substantialist ontology to inspect how and when technology changes the institutional and moral fabric of social care professional work. The paper directs theoretical imagination and empirical enquiry to achieve a better understanding of how artefacts find their place in an expanded, heterogeneous taxonomy of objects and affect the process of organising.

The article draws from research into the three UK social services departments that adopted a centrally prescribed information technology system i.e. Integrated Children's System (ICS). Article argues that ICS affords changes through its materiality/functionality as it comes into contact with social services professional practices. ICS affords standardisation of professional practice, enhanced information recording and sharing but also curtailment of professional autonomy.

The paper makes a contribution to the growing body of literature arguing for adopting a cultural approach to study process of technological appropriation in human services such as social services and examine social services professional practices in conjunction with materiality of technology. Article argues that technological affordances are not a property of a technology (as deemed by reductionist or determinists) or solely reside in human agency (as argued by constructivist). Rather, they are nurtured within a broader socio-cultural and institutional context, in this case social service. Secondly, technology is appropriated appropriately when social care professionals' perception of technology fits with their understanding of professional requirements.

The paper concludes that while functionality of technology is imbued with social agency, agency is itself enabled and constrained by this underlying materiality or functionality. Drawing on empirical work, research highlight ways in which these categories are related in a constant state of evolution. Whilst this evolution and change is dependent on underlying materiality, it is also systematically related to the situated rationalities of local actors.



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## **Impact of Social Media on Sales Cycle in One Industry**

Sharing information and networking with business contacts are the crux of social media in sales. The use of social media platforms (e.g., LinkedIn, Facebook and Twitter) for all phases of the sales cycle is a relatively new technique, about 20 years since the arrival of the internet and associated technologies. Research to measure the impact of social media on the sales cycle time is not adequately addressed in the current literature. The purpose of this research is to determine the impact of social media on the sales cycle in U. S. industry.

This session will focus on a short history of sales and the results of a survey administered to sales associates in several industries regarding their use of social media in their profession and its impact on their performance. Limitations, implications and plans for further research will also be discussed, including assessment of University Sales Graduates on the expected use and impact of social media.

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## **A GA-Based Approach for Process Optimization in PCB Assembly**

Most surface mount technology problems are correlated to solder paste printing, and solder paste volume is an important quality measure of solder paste printing process. Therefore, controlling the solder paste volume is a key production technologies to obtain high-yield rate and maintain production effectiveness.

Controlling the solder paste volume is an operating window problem, plenty of parameters will affect the output; if we only rely on engineer's experiences to determine the parameter values, the output defect rate may increase owing to the unstable manufacturing process. This study proposes a GA-based procedure for parameter optimization of the solder paste printing process. First, historical data and engineering knowledge are used to determine the quality characteristics and significant factors. Second, we propose utilizing neural network and desirability function and integrating genetic algorithm to obtain the optimal parameter combination. An actual case was implemented and analyzed to demonstrate the proposed approach's effectiveness. The results show that our proposed method can reduce the waste of solder paste volume and substantially increase product quality.

**John Trougakos**

Associate Professor, University of Toronto, Canada

**Subra Tangirala**

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&

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## **A Within-Person Examination of Interpersonal Fairness and Knowledge Sharing Behaviors**

Integrating the justice and knowledge sharing literatures, a multilevel model of employees' daily knowledge sharing behaviors was examined. Tracking a sample of 71 university employees over 10 workdays, we found that, at the within-person level, employees' interpersonal fairness experiences on any particular day were positively related to their knowledge sharing behaviors on that day. This relationship was explained (mediated) by the extent to which employees' experienced positive affect and cognitions of social exchange on that day. Finally, employees' work interdependence, at the between-person level, moderated these mediated relationships such that the effects of social exchange and positive affect at the daily level on knowledge sharing behaviors were weaker when employees worked in jobs that had higher interdependence. Implications of these findings for theory and practice are discussed.

**Wei-Feng Tung**

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## **IT-enabled Collaborative Service of Agricultural Production Planning for Small Peasants**

The research proposes a novel IT-enabled collaborative service of agricultural production planning for small peasants. Small peasants can cultivate about 30% organic foods in whole agricultural markets, and protect ecologies, as well as being friendly for lands. A number of social enterprises engage in small peasants of tribespeople both their business value and social value in Taiwan. On the other hand, most of agricultural workers still lack a comprehensive scheduling system for planting decisions so far. Moreover, agricultural production is quite different with manufacture production. Agricultural production planning takes into account some other variables that influence their crops' harvesting. Hence, the research objective is to provide an IT collaborative service that can provide optimal solutions of crops' schedule lists (production planning). The proposed e-service is developed by 'Simulated Annealing Arithmetic (SAA)' which can divide into annealing procedure and metropolis for optimization of planning decision. Based on a real case of agricultural social enterprises which manage tribes' organic planting, we firstly understand practical planning process and historical data to present a production planning service from expert interviews. At the last research result, a prototype of service system is developed for the certain social enterprise and its small peasants of tribespeople. This research contribution is to effectively improve the traditional manual operations for agricultural production planning and reduces the surplus of harvesting. Furthermore, the research is to achieve service innovation of agricultural social enterprises, and 'tribe-supported agriculture', as well as 'small peasant economy'.

**Evangelos Xevelonakis**

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**Social Influence and Customer Referral Value**

Social contacts are an essential part of everyone's life. With today's mass of advertisements on every thinkable media, people get overloaded with product information. Considering the variety of offers, it is hard to get an overview and is extremely time-consuming to find an appropriate product. In this media-dominated world, we tend to go back to the very simplest form of getting trusted information by asking friends for recommendations and advice. To follow this trend, marketing strategies need to incorporate this trend. A possible consequence is to identify social networks and integrate the additional information into Customer Relationship Management (CRM). Social network analysis provides basics to describe these networks, but how can quantify the customer referral value? In this contribution we propose a method to capture the customer social influence and to quantify the derived economic value.

**Chien-Hsin Yang**

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**Hybrid Support Vector Regression and Particle Swarm  
Optimization for Discovering the Critical Factors of  
Entering University in Taiwanese Senior Vocational High  
School Students**

In Taiwan, diploma stills plays a very important position in people's value. Most students consider that entrance into university or college is a great event in his life. Although the keen competition level of entrance examination is inferior to the past time, they attend to do that consistently. In pedagogic, researchers indicated many factors affect the entrance examination, such as demographics. In this study we evaluated the critical factors of entering university in Taiwan senior vocational high school students by using a support vector regression (SVR) and kernel functions are selected by particle swarm optimization algorithm (PSO). Three common approaches including linear regression (LR), decision tree (DT) and back propagation neural network (BPNN) are ecuted for the comparison the method. Implementation results will show that the proposed approach is effective and has a better perormance than that of LR, DT and BPNN.

**Tao Zhang**

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&

**Yanan Wang**

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## **Combating the Haze in China: A Theoretical Model of Employees' pro-Environmental Behaviours**

Today in China haze (i.e. hazardous smog) is a very serious environmental issue. Many big Chinese cities (e.g. Beijing, Tianjian, Shanghai, Guangzhou etc.) have long periods in haze in winters. The issue is getting worse and has even been raised to international level. Traditional studies addressing the haze in China are from the perspectives of the public and/or government. There are no studies focusing on how employees' workplace pro-environmental behaviours can contribute to the alleviation of the haze in China. In line with the growing trend of investigating employees' workplace pro-environmental behaviours in environmental psychology and organisational behavior research, the paper presents a theoretical model developed based on various behavioural theories (e.g. the value-belief-norm theory, the cognitive theory of stress, the social exchange theory and the theory of planned behaviour) to explore employees' workplace pro-environmental behaviours for tackling the haze in China. This study identifies two key determinants of employees' workplace pro-environmental behaviours for tackling the haze: employees' awareness of the haze and corporate internal marketing. Corporate internal marketing is divided into a behaviour-influence mechanism and a behaviour-control mechanism. The behaviour-influence mechanism leads to employees' voluntary pro-environmental behaviours, while the behaviour-control mechanism leads to employees' non-voluntary pro-environmental behaviours. Through theoretical analysis, the paper shows the relationships between the model constructs and the associated hypotheses. Finally, the paper proposed the questionnaire items for measuring the model constructs. This theoretical model and questionnaire items form the base for further research.

**Peng Zou**

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## **Investor Response to Standardized Information Disclosure of Food Products in China**

A great deal of research has focused on consumer and corporate responses to the influx of product information to product markets, but marketing research has given less attention to how investors respond when standardized information is available about firms' offerings. Mandatory product information disclosure is a new type of regulation in emerging markets. There is no extant research regarding changes in financial performance of firms because of product information disclosure in emerging markets. To fill the research gap, we examined firms' stock prices following the announcement of the food labeling rule (Nutrition Labeling of Prepackaged Foods), which requires the presentation of nutritional facts about food products in a common format utilizing uniform metrics in China, a fast-growing, emerging market. Our findings partially contradict existing research regarding developed countries. First, our research results showed that the standardized information disclosure regulation was associated with positive abnormal stock returns for food companies on the day an act was issued. Second, we learned that not all firms have benefited equally from the regulation. For example, in the short term, large firms have benefited less than small firms in the stock market. Finally, the financial value associated with issuing the regulation has been strengthened by three marketing strategies—advertising, donations, and R&D. Our findings provide empirical evidence of changes from regulated information disclosure in shareholder wealth. Thus, this study has significant value for policymakers, investors, and firms as they evaluate the benefits and costs of information disclosure for Chinese industries and firms.