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30 June & 1-3 July 2014, Athens, Greece

Edited by Gregory T. Papanikos

THE ATHENS INSTITUTE FOR EDUCATION AND RESEARCH

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(In Alphabetical Order by Author's Family name)

Preface

This abstract book includes all the abstracts of the papers presented at the *12th Annual International Conference on Management & Marketing, 30 June & 1-3 July 2014,* organized by the Athens Institute for Education and Research. In total there were 33 papers and 34 presenters, coming from 18 different countries (Australia, Belgium, Canada, Denmark, France, Germany, India, Iran, Malaysia, New Zealand, Nigeria, Poland, South Africa, Spain, Taiwan, Thailand, UK, USA) . The conference was organized into VIII sessions that included areas such as Controllable and Uncontrollable Marketing Communications, Organisational Behaviour, Strategy, Products and Brands, e.t.c. As it is the publication policy of the Institute, the papers presented in this conference will be considered for publication in one of the books of ATINER.

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

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

Gregory T. Papanikos
President

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CONFERENCE PROGRAM

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

Monday 30 June 2014

09:00-09:30 Registration

09:30-10:00 Welcome and Opening Remarks

- Dr. Gregory T. Papanikos, President, ATINER.
- Dr. George Poulos, Vice-President of Research, ATINER & Emeritus Professor, University of South Africa, South Africa.
- Dr. Nicholas Pappas, Vice-President of Academic Affairs, ATINER & Professor, Sam Houston University, USA.
- Dr. Sharon Claire Bolton, Head, Management Research Unit, ATINER & Professor of Organizational Analysis - Head of School, The Management School, University of Stirling, Scotland.
- Dr. Cleopatra Veloutsou, Head, Marketing Research Unit, ATINER & Senior Lecturer in Marketing, University of Glasgow.

10:00-11:30 Session I (Room A): Learning and Management in Education
Chair: Sharon Claire Bolton, Head, Management Research Unit, ATINER & Professor of Organizational Analysis - Head of School, The Management School, University of Stirling, Scotland.

1. Lisa De Angelis, Director, University of Massachusetts Boston, USA, Sherry Penney, Professor, University of Massachusetts Boston, USA & Maureen Scully, Associate Dean, University of Massachusetts Boston, USA. Teamwork: Crucible for Learning about Collaborative Leadership.
2. Carlos Rabasso, Associate Professor, Neoma Business School, France & Francisco Javier Rabasso, Associate Professor, Rouen University, France. Responsible Global Humanism as a New Model for Business Schools.
3. Rozenda Hendrickse, Lecturer, Cape Peninsula University of Technology, South Africa & Emmanuel Masha , MTech Graduate, Cape Peninsula University of Technology, South Africa. Public-Private Partnership Projects in the Construction of Public Schools: A Selected Case (Limpopo Province, South Africa). (Monday, 30 of June, First Session).

11:30-13:00 Session II (Room A): Products and Brands I
Chair: Pier-Andre Bouchard St-Amant, Post-Doctoral Research Fellow, Institute for New Economic Thinking, USA.

1. Joaquin Aldas-Manzano, Associate Professor, University of Valencia, Spain, Jose Marti-Parreno, Associate Professor, European University of Valencia, Spain, Carla Ruiz-Mafe, Associate Professor, University of Valencia, Spain & Lisa Scribner, Associate Professor, University of North Carolina-Wilmington, USA. The Role of Attitudes and Ethicality on Branded Video Games (Advergames) Acceptance.
2. Clare D' Souza, Associate Professor, La Trobe University, Australia, Patrick Hartmann, Professor Titular Universidad, Australia, & Vanessa Apaolaza Ibanez, Professor, Universidad del Pais Vasco, Australia. Eco Performance of Brands.
3. Niels Nolsoe Grunbaum, Associate Professor, Roskilde University, Denmark & Marianne Stenger, Associate Professor, University of Southern Denmark, Denmark. The Ontology of "Political" in Political Consumption - Uncovering Political Intentions and Values of Organic Food Consumption.
4. Ya-Hui Hsu, Assistant Professor, Ming Chuan University, Taiwan & Yun-Huan Lee, Assistant Professor, Ming Chuan University, Taiwan. Pleasant or Fit? The Effect of Product Scent on Product Evaluation. (Monday 30 of June, Morning).

13:00-14:00 Lunch (details during registration)

14:00-15:30 Session III (Room A): Controllable and Uncontrollable Marketing Communications
Chair: Julia Connell, Director, Researcher, University of Technology, Australia.

1. Patrick Vyncke, Professor, Ghent University, Belgium. The Ad-Likeability Impact of the Direct Versus Averted Gaze of a Model in Print Advertisements. An Empirical Application of Evolutionary Advertising and Consumer Psychology.
2. Ruchi Gupta, Assistant Professor, University of Delhi, India. Surrogate Advertising in India: Concept and Regulatory Measures.
3. Dick Whiddett, Senior lecturer, Massey University, New Zealand & Inga Hunter, Senior lecturer, Massey University, New Zealand. Integrating Trust, Social Capital and Social Exchange to Explain Social Media Engagement. (Monday, 30 of June).
4. *Pier-Andre Bouchard St-Amant, Post-Doctoral Research Fellow, Institute for New Economic Thinking, USA. Externalities, Social Value and Word of Mouth: Notions of Public Economics on Networks.
5. Joanna Turkiewicz, PhD Student, Nocolaus Copernicus University, Poland. Women as a Target Group of Social Campaigns in Health.

15:30-17:00 Session IV(Room A): Organisational Behaviour
Chair: Surendra Singh, Professor, University of Kansas, USA.

1. *Julia Connell, Director, Researcher, University of Technology, Australia & John Burgess, Professor, Curtin University, Australia. Leadership, Management and its Influence on Job Quality: Evidence from 9 Australian Organizations.
2. Georgios Kominis, Lecturer, University of Glasgow, UK & Adina Dudau, Lecturer, University of Glasgow, UK. To Trust or to Control? A Question of Uncertainty.
3. Jocelyn Handy, Lecturer, Massy University, New Zealand & Lorraine Rowlands, Change Manager, Council for Educational Research, New Zealand. Personal Anxieties, Interpersonal Relationships and Gender Discrimination within the New Zealand Film Industry. (Monday, 30 of June).
4. Saeed Alavivafa, Director, PhD Student, IRIB Co., Iran. Design and Development of Human Capital Performance Appraisal Model for National Media.

21:00–23:00 Greek Night (Details during registration)

Tuesday 1 July 2014

08:00-10:30 Session V (Room A): Customer Behaviour
Chair: Lisa De Angelis, Director, University of Massachusetts Boston, USA.

1. Pensri Jaroenwanit, Associate Professor, Khon Kaen University, Thailand. The Factors Influencing Shopping Styles of Consumers in Thailand.
2. Petya Puncheva, Assistant Professor, ESC Rennes School of Business, France & Laurence Fort-Rioche, Associate Professor, ESC Rennes School of Business, France. Towards an Evolution of Luxury Consumer Behaviour Integrating Social and Responsible Motivations.
3. *Surendra Singh, Professor, University of Kansas, USA, *Sanjay Mishra, Associate Professor, University of Kansas, USA, Ze Wang, Assistant Professor, University of Central Florida, USA & Monica Biernat, Professor, University of Kansas, USA. Effectiveness of Employees' Emotional Labor Strategies in Service Encounters: The Moderating Role of Customer/Employee Cultural Group Membership.
4. Michael Serkedakis, Lecturer, Coles College, USA, Gary Selden, Professor/Associate Director, Coles College, USA & Keith Tudor, Department Chair, Coles College, USA. Impact of Social Media on Sales Cycle in One Industry. (Tuesday, 1 of July).
5. Arirat Chueabunkoet Noth, Ph.D. Student, Khonkaen University, Thailand, Pensri Jaroenwanit, Associate Professors, Khonkaen University, Thailand & Rudolph Brown, Professor, Khonkaen University, Thailand. The Roles of Forgiveness toward Repurchase Intention in Cross Culture Perspective.
6. Eveline Vincke, Ph.D. Student, Communication Sciences, Belgium. Social Marketing from an Impression Management Perspective. Key Insights to Reduce Early Tobacco and Alcohol Use.

10:30-12:00 Session VI (Room A): International Business and Supply Chain
Chair: Surendra Singh, Professor, University of Kansas, USA.

1. Jun-De Lee, Assistant Professor, Ming Hsin University, Taiwan. Does Risk Influence a Country's Money Demand Function?
2. *Titos Ritsatos, Assistant Professor, College of Mount Saint Vincent, USA & Nina Aversano, Assistant Professor, College of Mount Saint Vincent, USA. GlencoreXstrata….The Profitable and Untethered March to Global Resource Dominance!
3. Abdul Karim Mirasa, Professor, University Malaysia Sabah, Malaysia, Mohammad Abedi, Ph.D. Student, Technology University of Malaysia, Malaysia, Mohamad Syazli Fathi, Senior Lecturer, Technology University of Malaysia, Malaysia & Muhammad Madi Abdullah, Associate Professor, University Malaysia Sabah, Malaysia. Precast Supply Chain Management of Industrialized Building System in Malaysian Construction Industry.

12:00-13:30 Session VII (Room A): Strategy
Chair: Titos Ritsatos, Assistant Professor, College of Mount Saint Vincent, USA.

1. Sofy Carayannopoulos, Associate Professor, Wilfrid Laurier University, Canada & Bruce Martin, Lecturer, University College Dublin, Ireland. Synthesizing Tce and Kbv to Develop a Two-Dimensional Model of Government Service Production Decisions.
2. Vivienne Mangos, Senior Lecturer, Institute of Vocational Education, Australia. Inclusive Educational Reform – A School Management Issue Requiring Urgent Attention. (Tuesday 1 July 2014).
3. Nicholas Mangos, Lecturer, Flinders University Adelaide, Australia & Giao Reynolds, Lecturer, Adelaide University, Australia. Does it Pay for Australian

Mining Firms to have an Environmental Strategy (Tuesday 1 July 2014).

4. Michael D. MacColl, Professor, Vancouver Island University, Canada. Mapping the Value Chain: Integrating Firm, Competitor and Competitive Analyses for a Cutomised Strategy.
5. Muhammad Madi Bin Abdullah, Associate Professor, University Malaysia Sabah, Malaysia, Juan Jose Tari, Associate Professor, University of Alicante, Spain, Arsiah Binti Bahron, Associate Professor, Universiti Malaysia Sabah, Malaysia, Remali Bin Yusoff, Associate Professor, Universiti Malaysia Sabah, Malaysia & Abdul Karim Bin Mirasa, Professor, School of Engineering and Information Technology, Malaysia. The Moderating Effect of Soft Quality Management on the Relationship between Hard Quality Management and Performance in Malaysia.

13:30-14:30 Lunch (Details during registration)

14:30-16:00 Session VIII (Room A): Products and Brands II
Chair: Cleopatra Veloutsou, Head, Marketing Research Unit, ATINER & Senior Lecturer in Marketing, University of Glasgow.

1. Luisa Sabine Hess, Professor, Cologne Business School, Germany. Joining the German Craft or not? Employer Branding in the German Craft and Specifics for Apprentices as Target Groups.
2. Laurence Fort-Rioche, Associate Professor, ESC Rennes School of Business, France & Claire-Lise Ackermann, Assistant Professor, ESC Rennes School of Business, France. Are Consumers of Neo-Retro Products Driven by Nostalgia Proneness or by a Quest for Newness?
3. Pradeep Kumar Ponnamma Divakaran, Assistant Professor, ESC Rennes School of Business, France. The Effects of Mixed Online Customer Reviews: The Moderating Role of Brand Equity and Expert Reviews.

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

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

Wednesday 2 July 2014

Cruise: (Details during registration)

Thursday 3 July 2014

Delphi Visit: (Details during registration)

Saeid Alavivafa
Director, IRIB Co., Iran

Design and Development of Human Capital Appraisal Performance Model for National Media

National media as a cultural, political and human-centric organizations are among the Human driven organizations since their performance are directly based on the results human capital. Human capital appraisal model for National media has a major role to explain capabilities and competitiveness of Human capital and it expert opinion of strength and area for improvement activities and performance of employee. Human capital appraisal model for National media could facilitate the Human resource subsystems as well.

This study which is one of outcome of a research project in programming and control deputy and human resource department in national media in Iran, would initiate at first the meaning and characteristics of media and then describe the element of a suitable human capital assessment model. The method of this study is based on case study and survey and in the context of this study based on literature study, the expert panel meetings analyzing of the production and distribution of semi- open questionnaire attempted to identify, prioritize components, variables affecting the performance management of human capita in the Iran national media. For statistical analysis we took the benefits of statistical tools to development the Human capital performance appraisal model for Iran national media.

This article explains the role and functions of the media and expression to evaluate the performance of its functions, attempting to explain, analyze, and design elements, components, indicators and human capital performance evaluation model to the national media. The research method was descriptive - survey based on studies, meetings of experts and several panels semi- open questionnaire attempted to identify, prioritize components, variables affecting the performance of human capital in the national media and the tools of statistical analysis such as Pearson, Friedman ANOVA, and Cranach's alpha coefficient and prioritize. Human capital performance evaluation model based on the three pillars of the national media on a large scale a- Evaluating the capabilities and competence of occupational and behavioral symptoms based on the evaluation of the five components and 150 sun components based on 360 degree assessment method. b- The system performance assessment and its seven components based on a systematic assessment and the last c- Assessment of group performance and its following eight components based on organizational assessment.

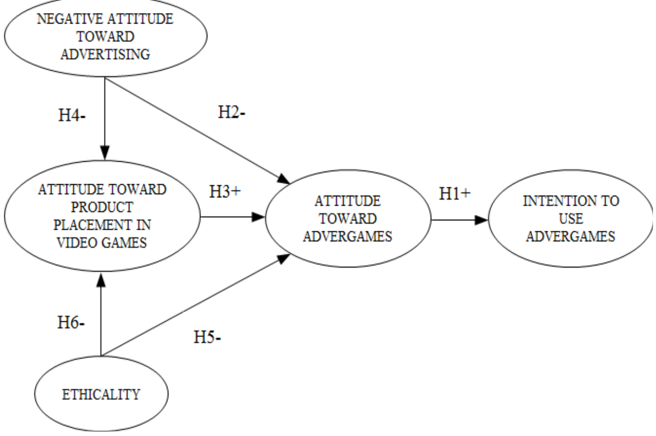
Joaquin Aldas-Manzano
Associate Professor, University of Valencia, Spain
Jose Marti-Parreno
Associate Professor, European University of Valencia, Spain
Carla Ruiz-Mafe
Associate Professor, University of Valencia, Spain
Lisa Scribner
Associate Professor, University of North Carolina-Wilmington, USA

The Role of Attitudes and Ethicality on Branded Video Games (Advergames) Acceptance

Advergames are video games designed around a brand. Advergames blur the line between entertainment and advertising. Advertisers' interest in advergaming reflects itself in a growing expenditure on advergames within marketing communication budgets (Yeu et al. 2013). The growing interest of advertisers and advertising agencies in advergames is fueled by their capability to engage teenagers and young adults (Peters and Leshner, 2013). While advergames' effects on consumers' memory and attitude toward the brand placed in the video game have been studied (Marti et al., 2013) little attention has been paid to factors contributing consumers' behavioral intention to use advergames. This study focuses on consumers' intentions to use advergames analyzing three attitudinal factors – attitude toward advertising, attitude toward product placement in video games, and attitude toward advergames- and the ethical evaluations of the use of advergames as an advertising format (ethicality). The proposed model was empirically tested using a sample of 304 US college students. Major findings suggest that attitudes toward advergames increase playing intentions of advergames and ethical concerns significantly worsen attitudes toward advergames and attitude toward product placement in video games. Moreover, attitude toward product placement in video games is a strong determinant of attitude toward advergames. This research provides some managerial implications. Firstly, advertisers should increase positive attitudes toward advergames (e.g., educating consumers about the benefits of advergames: free entertainment, non-intrusive advertising…) in order to assure consumers acceptance and use. Consumers' ethical concerns about using video games as a promotional tool has an effect on both attitude toward advergames and the presence of brands and products for commercial purposes in video games, suggesting that advertisers should be careful when trying to use advergames as "advertising in disguise". On the contrary, consumers should be properly informed about the goals of advergames so they

could freely choose to get involved in advertising messages in an entertainment-based context through video games.

Figure 1. *Conceptual Model and Proposed Hypotheses*



Sofy Carayannopoulos
Associate Professor, Wilfrid Laurier University, Canada
&
Bruce Martin
Lecturer, University College Dublin, Ireland

Synthesizing Tce and Kbv to Develop a Two-Dimensional Model of Government Service Production Decisions

A significant amount of scholarly attention has been given to how governments choose to provide services. Many insights have been gained by exploring this issue through the application of transaction cost economics. However, scholars have argued that TCE must be joined with a theory of knowledge to achieve its full predictive capabilities. This paper harnesses the convergence between transaction cost economics and the knowledge-based view of the firm to explore government service provision through four modes: internal government, not-for-profit, other government, or for-profit organization. It also extends prior work by using a two-dimensional model for determining the most appropriate mode. The insights generated extend understanding of government service provision.

Muhammad Madi Bin Abdullah
Associate Professor, University Malaysia Sabah, Malaysia
Juan Jose Tari
Associate Professor, University of Alicante, Spain
Arsiah Binti Bahron
Associate Professor, Universiti Malaysia Sabah, Malaysia
Remali Bin Yusoff
Associate Professor, Universiti Malaysia Sabah, Malaysia
&
Abdul Karim Bin Mirasa
Professor, School of Engineering and Information Technology, Malaysia

The Moderating Effect of Soft Quality Management on the Relationship between Hard Quality Management and Performance in Malaysia

Quality management (QM) is a management philosophy including a set of soft and hard practices for improving performance. In order to explain the relationship between QM practices and performance, empirical studies have examined direct and indirect relationships between QM practices and performance. According to some of the works, the success of QM is critically dependent on practices associated with soft factors such as management commitment, people management, and customer focus. Similarly, while some studies find that some hard QM practices are not related to performance, others indicate the opposite. Previous studies show that soft QM practices are important for successful QM implementation, and that the results are inconclusive for hard QM practices. Given the mixed results regarding the relationship between hard QM and performance, the need for future studies analyzing the moderating role of soft QM practices and the Malaysian context provide motivation for this study. This paper studies the moderating effects of six soft QM practices (management commitment, customer focus, employee involvement, training and education, reward and recognition and supplier relationship) on the relationships between hard QM and performance in Malaysian organizations. The paper supplements previous studies analyzing the mediating relationships between QM practices and performance and contributes towards clarifying the moderating influences between soft and hard QM practices shedding light on the effects of hard QM on performance in a Malaysian context. The aim of this study is to analyze the role of soft QM practices (management commitment, customer focus, employee involvement, training and education, reward and recognition and supplier relationship) on the relationship between hard QM and performance. The study uses data from 255 Electrical &

Electronic (E&E) organizations in Malaysia. The findings show that the role of soft QM practices is critical to enhance the effectiveness of hard QM practices. The paper provides an insight into the moderating role of soft QM practices on the relationship between hard QM and performance in Malaysia.

Pier-Andre Bouchard St-Amant
Post-doctoral research fellow, Institute for New Economic Thinking, USA

Externalities, Social Value and Word of Mouth: Notions of Public Economics on Networks

I examine an environment where advertisers can "seed" word-of-mouth advertising by providing initial information about a product to specific users of a social network. Discussion over a social network generates spillover effects for firms when consumers can use the social network to inform each other about products. When a firm can exploit a social network's structure, it can increase its sales. However, when the network formation process is costly, firms free-ride on such costs at the expense of agents on the network. If agents can form coalitions, I show that they can recoup the value of this externality by charging a toll.

When users actively modify the information, generating word-of-mouth advertising about a product provides a "social value." This social value stems from the discussions that agents have about the product, without any intervention. Since this process occurs regardless of the firm's actions, the firm cannot capture such valuation. The opinion leaders, or highly regarded agents on the network, play a key role in the formation of this social value.

Julia Connell
Director, Researcher, University of Technology, Australia
&
John Burgess
Professor, Curtin University, Australia

Leadership, Management and its Influence on Job Quality: Evidence from 9 Australian Organisations

This paper focuses on the quality of leadership and management and its influence on job quality. The findings from this study identified direct supervision as a critical factor influencing job quality. Findings are drawn from a quality of work project that was conducted in 2013 involving 9 Australian organisations A four-dimensional job quality framework was created based on the Eurofound 2012 (p. 20) surveys and various Australian surveys in order to undertake the workplace analysis. This paper will concentrate on one of those dimensions in particular – 'intrinsic job quality' to explore the associations between leadership, management and job quality. The other three job quality dimensions included in the framework were 'job prospects, extrinsic job quality and working time quality'.

Although the 'quality of work' is a nebulous concept which can be viewed from many perspectives and disciplines, and with varying emphases, following an extensive literature review, it was determined that job quality is primarily associated with a focus on employee wellbeing. This approach is consistent with that followed by other researchers (see Eurofound, 2003 and Green, 2006:9) who maintain that "the quality of work life or job quality is constituted by the set of work features which foster the well-being of the worker".

The nine Australian organisations featured in the project were drawn from four different states and a range of industry sectors. Three were small to medium sized companies (20 – 199 employees) and the remainder were drawn from large organisations (200 and above employees). The job quality framework was found to resonate with all participants (managers and non-managers) in identifying factors that influenced their quality of work, suggesting that it is a useful means for identifying job quality issues in their workplaces. The paper reports on the results of the study of workplace managers and employees in each of the organisations with a particular emphasis on the associations between leadership, management and job quality.

Lisa De Angelis
Director, University of Massachusetts Boston, USA
Sherry Penney
Professor, University of Massachusetts Boston, USA
&
Maureen Scully
Associate Dean, University of Massachusetts Boston, USA

Teamwork: Crucible for Learning about Collaborative Leadership

A review of the field of leadership development offers that experiential learning (or action learning) allows leaders to embody, experience and extend newly introduced leadership concepts. Concurrently, views on the future of leadership emphasize that collaborative leadership will be essential, bringing together diverse constituencies to solve complex issues. It makes sense to teach collaboration in team-based, peer-led settings, but team projects are often relegated to being about teamwork per se, not leadership. We distill seven collaborative leadership skills that can be deepened in team settings. In linking leadership and teamwork, we see teams as a crucible for learning a wide range of leadership skills, with positive ramifications beyond the team setting.

Our study draws on insights from seventy project teams, gathered over ten years of a mid-career executive education program designed specifically to teach collaborative leadership. The teams work on a strategic dilemma with a community organization, highlighting the civic engagement aspect of collaborative leadership. Teams devise their own operating procedures, refine (not simply manage) the project, create working relationships with multiple stakeholders, and present a deliverable within the eight-month span of the program.

The team experience emphasizes complexity and ongoing reflection. We identify seven concrete skills that emerging leaders developed: coping with ambiguity, working cross-functionally beyond their usual expertise, knowing when to get outside help, understanding different stakeholders, working effectively across dimensions of diversity, dividing labor in a leaderless team, and handing off a project that advances but does not close a complex problem. Rather than implementing flawlessly on a project with defined metrics – which propels potential leaders partway up the ladder – participants shift toward the greater leadership challenges of defining scale and significance, changing course after listening carefully, and learning

from obstacles. They emerge from the crucible of teamwork with leadership skills for everyday work and the future.

Clare D' Souza
Associate Professor, La Trobe University, Australia
Patrick Hartmann
Professor Titular Universidad, Australia
&
Vanessa Apaolaza Ibanez
Professor, Universidad del Pais Vasco, Australia

Eco Performance of Brands

Eco performance has become a priority for most firms; however, more recently, the fashion industry has heightened their awareness of sustainability led fashion designs. Exerting environmental altruism through fashions is a challenge and marketers tend to cope with this relentless issue of fit, form, sustainability, designs and fabric. What is it that drives consumers towards sustainable fashions? Product attributes that include price, quality, eco-label endorsement and packaging are also some of the concerns raised by consumers of eco-friendly products. Are consumers willing to trade off these attributes when it comes to a particular choice of the product or personal tastes? This research is exploratory by nature and examines such issues.

The purpose of this study is to explore whether buying sustainable fashions is positive related to behaviour and product attributes. The research investigates a sample of over 130 participants. Multiple regression analysis is used to model relationships between behaviour and product attributes to determine the magnitude of the relationships between eco fashion purchase decisions. Multiple regressions can be used to make predictions of green purchase decisions. Of the several hypotheses that were tested regarding behavior and product attributes and consumer's intention to purchase eco fashions, only two were proved significant: Perceived Consumer Effectiveness and Quality were found to be the significant predictors that had a direct and positive relationship with eco fashions. PCE makes the strongest unique contribution to explaining the intention to purchase eco-fashions, more than quality. This is an important finding in the interest of marketing managers, as managerial decisions will have to be made if this industry requires to be competitive. A number of managerial inferences are drawn that concern marketing management.

Laurence Fort-Rioche
Associate Professor, ESC Rennes School of Business, France
&
Claire-Lise Ackermann
Assistant Professor, ESC Rennes School of Business, France

Are Consumers of Neo-Retro Products Driven by Nostalgia Proneness or by a Quest for Newness?

Design has been recognised as a major contributor to the innovation process (Bruce and Bessant, 2002; Cooper and Press, 1997; Walsh et al., 1992). Moreover, previous research has identified product design as a central element of product performance impacting both consumers' perception and product success on the marketplace (Bloch, 1995; Cooper and Kleinschmidt, 1987; Hoegg et Alba, 2011 ; Hollins et Pugh, 1990 Noble and Kumar, 2010). In parallel to the academic field, many governmental and institutional studies have also stressed the strategic role of design (e.g. Commission of the European Communities, 2009, "Design as a driver of user-centred innovation"1). However, recent research has also outlined that there are still many product design issues that remain uncovered in the existing literature (Noble and Kumar, 2010).

Among these issues, the growing success of offers whose design is inspired from the past deserves attention. Previous research has often explained the success of retro-marketing by linking it to a general feeling of nostalgia resulting from a gloomy economic and social context (Brown, 1999; Brown, Kozinets, et Sherry, 2003). In parallel, different articles of the professional press have questioned the creativity of the designers who find their inspiration from former design codes and forms. Taking an original perspective that considers "neo-retro" products as the result of a creative approach of reinterpretation, the central objective of our study is to investigate the innovative side of these products.

Developing results from an experiment based on a typical contemporary design and a neo-retro product design, this study finally demonstrates that "neo-retro" product design conveys design newness, including among innovators who represent a strategic segment in the diffusion cycle of new products. And, above all, it shows that whereas consumer innovativeness positively impacts the attitude towards neo-retro products, nostalgia proneness does not appear to be a significant determinant of the attitude towards these products.

Niels Nolsoe Grunbaum
Associate Professor, Roskilde University, Denmark
&
Marianne Stenger
Associate Professor, University of Southern Denmark, Denmark

The Ontology of "Political" in Political Consumption - Uncovering Political Intentions and Values of Organic Food Consumption

Various research communities such as political scientists, sociologists and consumer and marketing researchers have for decades discussed the notion of political consumption i.e. political consumerism.

Political scientists have argued that political consumerism is a new participation form e.g. new kind of citizenship emerging as a consequence of the declining interest and trust in existing political institutions (Dahlgren, 2003; Stolle et al., 2005; Ward and De Wreese, 2011). It is argued that traditional forms of political participation are time consuming, do not promote individual expression and lack the sense of urgency.. Sociologists argue in line with political scientists that the political landscape is changing as a result of individuals implementing "life politics" or practicing "subpolitics"(Giddens, 1991, Beck,). Individuals are facing new ways of dealing with and managing political problems and markets and products are becoming politicized. Individuals are ascribed a greater responsibility to reflect on their decisions, thus having a significantly more active role as a political player in different non institutionalized political settings.

Consumer and marketing researchers have also tried to classify and understand consumer profiles such as the socially conscious, ECO-foods, ethical, political consumer etc. (Grunert, 1992; Grunert and Kristensen, 1995; Gallup, 1997; Ugebrevet Mandag Morgen, 1995; Thulstrup, 1997, 1998; IFF and Elsam, 1996; Goul Andersen and Tobiasen 2001, 2004). From a business point of view, the forthcoming of such a consumer profile looks interesting and promising. However, looking at the sales figures for organic and fair trade products, these indicate that the political dimension might not be perceived as very important by the consumer. In Denmark, the market share for organic food in 2011 was 7,6% (Statistics Denmark, 2012) and for fair trade products each consumer only spent approximately 10 Euros on a monthly basis on fairtrade products despite the fact that the brand recognition of the Danish Fair Trade label was 76% (FairTrade mark Denmark annual repport, 2009). Further, consumer intention to purchase organic food is much higher than the actual amount bought. Thus, the paper aims to investigate the meaning, role and importance of "political" in political consumption with point of departure in consumers buying intentions, buying behaviour and satisfaction when buying organic food.

Ruchi Gupta
Assistant Professor, University of Delhi, India

Surrogate Advertising in India: Concept and Regulatory Measures

Advertising has often been criticized for causing economic harms and for promoting such products to people which undermine their health. Considering the harmful effects of some such products, the Government of India banned the advertising of liquor and tobacco products by introducing various laws and regulations. As a reaction to this, liquor and tobacco manufacturers started seeking other ways of advertising their products. These manufacturers introduced various other products like sodas, fruit juices, cassettes and CDs in the market with the same brand name (as that of the liquor and tobacco brands) and also started undertaking sponsorship of various events. When such substitute products (surrogates) are advertised, it keeps reminding the customers about the liquor and tobacco products with the same brand name, the advertisement of which is banned. This phenomenon, known as "surrogate advertising", can be defined as duplicating the brand image of one product extensively to promote another product of the same brand. Surrogate Advertising can also be defined as the strategy used by manufacturers and advertisers to promote a product in guise of another, when the advertisement of former is banned by the law of the land. The phenomenon of surrogate advertising is of an ethical and legal concern in advertising.

The practice of surrogate advertising has been used extensively by liquor and tobacco industry in India. The practice needs to be checked if the ban on liquor and tobacco products needs to be implemented in real sense in India. The paper discusses the meaning of surrogate advertising, the use of surrogate advertising in Indian liquor and tobacco industry, laws regulating the same, cases of surrogate advertising in India and measures to be taken for controlling the same.

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&
Lorraine Rowlands
Change Manager, Council for Educational Research, New Zealand

Personal Anxieties, Interpersonal Relationships and Gender Discrimination within the New Zealand Film Industry

This paper explores the relationship between personal anxieties, interpersonal relationships and gender discrimination within the New Zealand film industry. The paper draws on the findings of interviews with twelve female, and eleven male, freelance film production workers to illustrate the ways in which workers' anxieties about working with women contribute to gendered discrimination towards them. It suggests that film workers' continual insecurities about employment influence their interactions with other workers. The industry ideal of the dedicated and autonomous worker is implicitly gendered, conforming more closely to traditional concepts of the male worker than traditional concepts of femininity. The prospect of employing female workers, and in particular mothers of dependent children, therefore creates anxiety in more senior film workers. These anxieties are grounded in reality as the exigencies of film production necessitate that workers commit totally to projects. However they also reflect unconscious fears that women as a category are imperfect workers. One defence against these anxieties is caution about employing women and a propensity to favour male workers. Given that project based employment is temporary this pattern is regularly repeated and perpetuates gendered discrimination within the industry. Women often attempt to overcome these prejudices by conforming meticulously to the ideal of the autonomous worker. Unfortunately, this strategy can create further anxieties in fellow workers, partly because it threatens other workers' perceived commitment and competences and partly because these women deviate further from female stereotypes. Consequently, other workers remain reluctant to work with them and the cycle of gendered discrimination continues.

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&
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Public-Private Partnership Projects in the Construction of Public Schools: A Selected Case (Limpopo Province, South Africa)

Public-private partnerships (PPPs) are rapidly becoming a growing means of procuring infrastructure assets. Their associated services signal a fundamental shift in the relationship between state and industry. This article examines PPPs in the construction of school infrastructure in the Greater Sekhukhune District Municipality in Limpopo Province, South Africa. It focuses on theoretical arguments for PPPs, and forwards a policy and legislative framework, which underpins PPPs in South Africa. It argues that PPPs can accelerate the construction of public schools since the provision of educational infrastructure remains a challenge in South Africa. The article recommends a clear policy on PPPs in the basic education system and calls for collaboration between the Department of Public Works and the Department of Basic Education in the construction of schools.

Luisa Sabine Hess
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Joining the German Craft or not? Employer Branding in the German Craft and Specifics for Apprentices as Target Groups

This research paper focuses on the German craft and its effort to position itself as a valuable employer brand. The research is set against the backdrop of demographic changes, current personnel shortages and unmet recruitment targets in the German craft sector and focuses on the job-seeking school graduates segment of the potential recruit market. The craft wants to be proactive in marketing to their potential recruits. Therefore the craft has launched an employer branding campaign four years ago with a budget of 50 Mio. Euro. The surveys show that the perceptions of graduates towards the craft as an employer have negative connotations which lead to skill shortages for craft-typ companies.

This research examines the specific characteristics of the craft as an employer brand and the employer branding for the craft. Usually employer branding is used to attract graduates from universities and to promote a company as a valuable and attractive employer. The craft as an employer brand is a new research topic for two reasons. On the one hand it is the first conglomerate of heterogeneous companies, which tries to position itself as an employer brand. On the other hand the craft does not try to attract university graduates with their employer brand as employer brands are usually used, but graduates from high schools to increase their interest in apprenticeship training positions.

This study conceptualizes the employer brand as a phenomena which can be seen from two perspectives, process of internal and external employer branding.

Implications for employer branding practices for other organizations are discussed

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&
Yun-Huan Lee
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Pleasant or Fit?The Effect of Product Scent on Product Evaluation

An increasing number of studies examined the impact of scent on ambient or product evaluation, but they produced inconsistent results. This paper therefore aims to argue that scent role and olfactory acuity may be moderators on the relationship between product scent characteristic (scent pleasantness and scent fit) and product evaluation (perceived quality and brand attitude). This is a 4 (product scent: pleasant-highly fit (with the product), pleasant-lowly fit, slightly unpleasant-highly fit, slightly unpleasant-lowly fit) x 2 (scent role: utilitarian, hedonic) between-subject experiment. The results show that, for products with a utilitarian scent role (fragrance bag), consumers focused more on the congruent degree but the pleasant degree for products with hedonic scent role (post-it note). The effect is more significant on high olfactory acuity people. This study deepens understanding on scent marketing and provides the basis of using scent marketing for companies.

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The Factors Influencing Shopping Styles of Consumers in Thailand

This research aims to study the influence of the following factors on consumers' shopping styles in the Northeastern region of Thailand: demographic characteristics, buying behavior and retail store image.

The field survey research was conducted by using a self administered questionnaire to collect data from 805 regular shoppers who are between 20-60 years old and living in Khon Kaen province, the central city in the Northeastern region of Thailand. Purposive sampling technique was used for samples selection. Descriptive Statistics and Inferential Statistics (t-test, ANOVA and Regression) were used for data analysis and hypotheses testing.

The study found that demographic characteristics (gender, age and status), buying behavior (purchasing occasion and frequency), and retail store image (general store attributes dimension, appearance related dimension, and salesperson service dimension) influenced on shopping styles of consumers in the Northeastern region of Thailand. The results from this study can help the retail stores in Thailand to develop a competitive marketing strategy as well as build a good brand image to attract target shoppers.

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&
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To Trust or to Control? A Question of Uncertainty

Control on the edge of complexity must be seen in relation to a close ally: trust. In this paper, we conceptualise accountability relations in the public sector into a trade-off continuum between trust and control. Presenting case evidence from ten serious case reviews (SCRs) with child victims published in the UK in 2014 (following events occurring between 2012 and 2013), the paper puts forward arguments around the role of task uncertainty in shaping the trade-offs between trust and control of professionals in the children and families policy area, and the adverse effect of maintaining a control-dominant paradigm in the sector. The study's findings indicate that the acute awareness of complexity in the policy realm brings with it task uncertainty for the organisations and the professions involved with children and families and, to enable them to make sense of the uncertainty and develop appropriate coping mechanisms, the systems of management control to which they are subjected require an in-built degree of flexibility. In other words, the system needs to learn to 'trust' professionals alongside the usual monitoring and evaluation (i.e. 'control') techniques.

Jun-De Lee
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Does Risk Influence a Country's Money Demand Function?

This paper estimates the money demand function using three fully efficient cointegrating regressions and the autoregressive distributed lag (ARDL) method. This paper is the first to accommodate the perception of global risk (VIX) in an investigation of the information transmission mechanism between the relationship money demand and its determinants. Except for VIX, we use the economic uncertainty and monetary uncertainty as a proxy for risk. The volatility measure of economic uncertainty and monetary uncertainty are generated from generalized autoregressive conditional heteroscedasticity (GARCH) model. The main contribution of our paper is to provide further insights on the role of risk in the money demand relationship by the inclusion of VIX into a money demand system.

Michael D. MacColl
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Mapping the Value Chain: Integrating Firm, Competitor and Competitive Analyses for a Cutomised Strategy

This paper presents a process model for integrating internal (firm), competitor and competitive analyses. The resource-based model is used to create a value chain activity map. The mapping of activities results from identifying key resources of the value chain, the resulting capabilities, core (internal) competencies, and ultimately market competencies. This provides a common method for assessing a firm and its competitors. Competitive analysis can then build on these analyses by comparing the market competencies of each firm for advantages and the extent to which these advantages might be sustainable. Customised strategy development can continue from these assessments for leveraging advantage, avoiding the advantages of others, or developing new competencies and options.

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&
Giao Reynolds
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Does it pay for Australian Mining Firms to have an Environmental Strategy?

This study investigates whether there is a relationship between Environmental Strategy (ES) and Economic Performance (EP) using an established model developed by Claver, Lopez, Molina and Juan (2007). A case study analysis is used and the following eight Australian Mining firms were selected for empirical testing: Bluescope Steel Limited, Rio Tinto Limited, BHP Billiton Limited, Fortescue Metals Group Limited, IIuca Resources Limited, OZ Minerals limited, Panaust Limited and Newcrest Mining Limited. The purpose of the study is to empirically test whether there is a relationship between ES and EP in the Mining industry. Content analysis research method was used to determine the environmental strategy used by each firm included in the study. Identification of financial ratios was used as the method in determining the economic performance of each firm in the study with particular reference to Return on Assets (ROA). Correlations analysis using Kendall's tau-b was used to determine the significance between the variables. Furthermore, a regression was carried out of the effects of all components of environmental strategies and economic performance using SPSS to determine any positive or negative associations. The outcomes from this study were mixed, some positive and significant relationships were identified when using waste management as a measure of environmental strategy and its relationship to economic performance. In the main negative associations were identified when considering other components of environmental strategy to economic performance in: recycling; water usage, energy consumption; hazardous waste; climate change; air quality and land rehabilitation. The possible explanation of waste management having a positive relationship to economic performance is to infer that the cost saving associated with that activity having a positive impact on profitability. The current paper provides insight into a case of environmental strategy of a firm in the mining industry having a positive effect on its profitability.

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Inclusive Educational Reform – A School Management Issue Requiring Urgent Attention

Inclusive educational reform in Australia requires general schools and early childhood services to make 'reasonable adjustment' for students with special educational needs (SEN) (Conway, 2010). It is the responsibility of school management to ensure that service policies and procedures provide fair and equitable access to education to all students. School staff such as teachers, have a legislative obligation to provide SEN, negotiated curriculums and alternative activities to support learning and participation in general schools. However, national legislative requirements such as the Disability Discrimination Act 1992 and the Disability Education Standards 2005, are poorly understood by many teachers due to a lack of professional development by school management on these requirements (Department of Education, Employment and Workplace Relations, 2012). This presentation illustrates the challenges faced by a school management team in raising staff awareness of inclusive educational practice and legislation, during the development of a new early childhood service, in an Independent South Australian School established over 100 years ago.

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Mohammad Abedi
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Mohamad Syazli Fathi
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Precast Supply Chain Management of Industralised Building System in Malaysian Construction Industry

Precast construction projects are featured with various activities, many parties, vast efforts and numerous processes. These features will require the precast supply chain parties to have effective communication, enhanced collaboration, improved integration and access to accurate and up-to-date information. This research is aimed to critically explore the definitions, relationships and phases in the precast construction industry. This study is based on a literature review on more than 100 detailed reviews of the comprehensive literature on the construction supply chain industry, offsite construction and precast construction industry. Findings shows that the precast supply chain phases are categorized to: planning, design, manufacturing, transportation, installation and construction. The recent developments in information and communication technologies (ICT), such as cloud computing technology, has established effective methods to moderate and overwhelmed the limitations on efficient collaboration systems within the precast construction projects and precast supply chain phases. Further research should be directed concerning the information and communication technologies (ICT) for instance, wireless communication technologies and lately, the development of cloud computing technology as a valuable collaboration system within precast construction projects and the precast supply chain phases. Nevertheless, the declared issues are not studied in this research meanwhile it emphases on the concepts, phases and relationships of precast supply chain management. It should be noted that this study proposes the opportunities to enhance communication and efficiencies, increase productivity and collaboration and lastly to improve the integration and effectiveness with developing more competitive advantages and opportunities for the internationalisation and globalisation of the precast construction industry.

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The Roles of Forgiveness toward Repurchase Intention in Cross Culture Perspective

This paper aims to investigate the relationship between forgiveness toward repurchase intention from a cross culture perspective. The study draws on forgiveness theory, culture value's orientations and repurchase intention. The study was conducted in the airline industry where customers believed the airline service was not up to expectations. The survey used questionnaires to collect data from Thai and European passengers who had perceived failure of service experienced in the international airline. Quota sampling technique were used for sample selection. Descriptive and inferential statistic were used to analyze the data.

The finding of this study explores how forgiving are Thai customers who are defined as a collectivist culture compared to customers from individualistic cultures. The construct of forgiveness is examined with regards to the proposition that customers from a collectivist culture share more empathy, harmony and less motivated to seek revenge than individualistic cultures, thereby implying a more forgiving society. Furthermore, customer forgiveness has a positive relationship with customer's intention to repurchase after the airline service failure. More specifically, the study incorporates customer forgiveness as a mediator, thus forgiveness can be influenced by cultural values and can perform the role as a coping strategy of the customer to release negative emotion from service failure and open the opportunities gate of customer repurchase intention. The result from this study can help marketing manager to understand the power of forgiveness as a coping behavior mechanism by customers and create a proper service recovery strategy after service failure to encourage customer forgiveness and return to the firm again. The international business firms would gain advantage to understand culture differences which influence the shaping of customer forgiveness and reaction after experience disappointing service.

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&
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Towards an Evolution of Luxury Consumer Behaviour Integrating Social and Responsible Motivations

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The Effects of Mixed Online Customer Reviews: The Moderating Role of Brand Equity and Expert Reviews

Prior studies have investigated the effects of both online positive and negative post-consumption online customer reviews on customer behavior and purchase intentions. However, the effect of mixed online reviews on consumers buying behavior is largely ignored. Mixed or neutral reviews are those online customer reviews which are neither positive nor negative. It is unclear whether such mixed reviews have any effect at all on consumer behavior, something which is investigated in this study. In the case of search and experience goods like movies, for example, out of the 312 movies which were released during a 16 month period, almost half of the movies (157 movies) generated mixed or neutral online customer reviews during the first week of its release. A preliminary investigation of the box office performance of these movies which generated neutral online customer reviews reveal a continuum of sales performance (that is, some movies were very successful, some unsuccessful, and some had average performance). This suggests that there are other variables interacting with neutral reviews leading to variations in market performance. Results confirm the hypothesis that there is an interaction effect between mixed online reviews, brand equity of movies (based on movie stars, directors, production houses, sequels, etc.) and expert reviews. Movies with neutral reviews but with positive expert reviews and strong brand equity leads to better market performance whereas those movies with neutral reviews but with negative expert reviews and a weak brand equity resulted in poor market performance. This is because neutral reviews create uncertainty which is alleviated by positive expert reviews and strong brand equity. Movies with neutral reviews but with positive (negative) expert reviews and weak (strong) brand equity resulted in average box office performance.

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Responsible Global Humanism as a New Model for Business Schools

This paper examines the elements that make up global humanist learning (GHL) about cross-cultural management education (CCME) for the training of international responsible future managers. The first part of this study shows how business schools can find their way implementing a new curricula based on transversal humanist studies and global responsibility. The study shows how, besides her/his cross-cultural knowledge, the future executive has to show a great adaptability acquired through a slow training characterised by cultural diversity with a global humanistic (human and social sciences) background coming from different cultures and perspectives. The second part of this paper develops the notion of sustainable education for responsible transcultural managers. Well-being is at the core of this section giving special importance to the notion of sustainable happiness in the workplace, element that replaces the sacro-saint three "P" concepts in traditional business: productivity, performance and profitability. The paper highlights new values in an emerging responsible "green environment" such as caring, "maternalistic" management, integral thinking and love for humanity in playful enjoyable contexts. The third part of this paper underlines the importance of a global humanism which questions Eurocentric and Western thinking as the main ground theory for business education. The paper will put forward the necessity of a post-colonial approach from political, social, economic and cultural thinkers and activists from emerging environments. Finally, this work will propose new challenges for the future: a profile for another kind of responsible business school across the globe.

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GlencoreXstrata....The Profitable and Untethered March to Global Resource Dominance!

Motivated by the economic causes and effects of their merger in 2012, we study the expansion strategy deployment of Glencore International plc. and Xstrata plc., individually and as a combined entity as well. We find that both companies went through a series of acquisitions and foreign direct investments prior to their merger, strengthening effective vertical integration in critical resource and commodity markets during the last decade. Examining said expansion strategy under the paradigms of leading theories of MNC's and FDI, we investigate the ex-post influence of Stephen Hymer's theory of internationalization and John Dunning's eclectic paradigm of international production (OLI). Gradual building of dominant global market positioning in renewable (water, land, etc.) and depletable resources (minerals, metals, etc.), enhanced the firm's ability to seek global oligopolistic rents in otherwise competitive international commodity markets.

Private existence of global dominant positioning in vital resource markets, posits economic sustainability and social fairness questions on an international scale. Since industrial sectors depend on scarce resources as production inputs, GlencoreXstrata plc. effectively controls an array of commodity-consuming industries with a varying degree of monopoly. At the same time GlencoreXstrata plc. effectively controls an array of commodity-producing developing countries with a varying degree of monopsony. The principle question raised is whether private ownership (enhanced with corporate governance imposed by global equity and debt markets) serves society's interests better than national governmental regulation and management of global scarce resources. Several international applications of both management types have yielded positive and negative paradigms in the past.

The global ethical question should be approached within the new era of globalization and international distribution of labor, given existing geopolitical conflicts and global management of vital resources. We observe financial markets as complicit in supporting the oligopolistic behavior of GlencoreXstrata Plc., while supporting a strategy measured only with stock performance. Concern for possible negative implications of oligopolies on society comes second to the

company's financial success. Are regulated markets able to produce monitoring discipline aligning societal interests with economic principals' interests? If not, should a system of global monitoring and governance be imposed?

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Michael Serkedakis
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&
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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 and Twitter) for all phases of the sales cycle is a relatively new technique, less than 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 the insurance/financial services industry.

This session will focus on the results of a survey administered to sales associates in the Insurance/Financial Services industry regarding their use of social media in their profession and its impact on their performance. Limitations and implications for further research will also be discussed.

Joanna Turkiewicz
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Women as a Target Group of Social Campaigns in Health

Women are undervalued target group of marketing campaigns. Visiting doctors and taking care of health is much more popular among them than among men. The expenditures of public money on health care is much higher for women than for men. Moreover, according to data from one of portals about healthcare, which provides service enabling patients to make appointments, more than 60% of appointments with doctors made last year, were made by women.

Women are also target group of many social campaigns. Nowadays breast cancer is one of the most popular topic of social campaigns. It very often uses messages based on fear. Authors are also using meritorical arguments as well as trying to attract the attention by for instance referring to sexual attractiveness of men, which interacts with women's emotions, not with their reason.

Recently we can observe also social campaigns encouraging female part of society to attend prophylactic tests for cervical cancer too.

Pharmaceutical companies very often support social campaigns as those mentioned above. Conducting the research in pharmaceutical branch is significant, because according to many reports on corporate social responsibility this branch is very successful on this field. Reasons of this kind of involvement may be found in both capital possibilities of those companies as well as in particular motivation related to restrictions in communication with the clients (prescription drugs advertisement is forbidden by law).

Therefore I find analyzing socially involved activities of pharmaceutical companies interesting from cognitive point of view. Tentative analysis says that those kind of companies get involved mainly into fields related to the company's activities. For example: social campaigns they support are related to health protection, in many cases to preventive treatment, that leads to early diagnose and increase in the medicine sale.

Eveline Vincke
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Marketing from an Impression Management Perspective. Key Insights to Reduce Early Tobacco and Alcohol Use

Due to the high disease and death risk, preventing tobacco use and early drinking among adolescents and young people is essential. Therefore, many social marketing campaigns are targeted at these youngsters, attempting to educate them in order to prevent and reduce alcohol and tobaccouse. Based on classic models and theories -such as the Health Belief Model, The Theory of Planned Behavior et.al -these social marketing initiatives often assume that unhealthy behavior is being engaged in because of a lack of information or awareness of the negative consequences. However, despite these efforts, the frequency with which youngsters engage in harmful smoking and drinking remains high. Moreover, research shows that young people are even well aware of the risks, indicating that youngsters may have motivations that outweigh long-term health concerns. A new social marketing approach appears necessary, taking into account these underlying motives.

In line with the high importance young people attach to peer relationships, several studies already showed that self-presentational concerns stimulate risky behavior. Research also showed that by influencing the impression associated with an unhealthy behavior, healthy behavioral choices could be stimulated. These findings suggest that addressing the self-presentational motives and benefits of alcohol and tobacco use would be a fruitful social marketing approach. However, to ensure effective campaign development, two key questions arise. First of all, it remains unclear whether smoking and drinking alcohol actually bring self-presentational benefits. Secondly, to target the right audience in future campaigns, insight is necessary about which adolescents smoke and drink for impression management reasons. To answer these questions, a two-part study was conducted (N = 484), focusing on the self-presentational benefits attractiveness and popularity. The first part consisted of a survey assessing self-presentational unhealthy behavior. The second part was a between-subjects experiment in which adolescentsrated 4 personality profiles. Each peer profile consisted of two versions, varying the fact whether the person did or did not smoke or drank alcohol.

The results indicate that it is meaningful for future social marketing campaigns to address the impression management benefits and self-

presentational motives of adolescents' smoking and drinking behavior. Behaving unhealthy never influenced first impressions in a negative manner, with alcohol enhancing popularity and attractiveness more as compared to cigarettesmoking. Alcohol was also referred to more as a self-presentational behavior. Secondly, the results suggest that a differentiated campaign angle is necessarydepending on the target audience. Girls rated unhealthy behaviors significantly more positive than adolescent boys, while boys regard alcohol and cigarettes more from an impression management perspective. Finally, in both studies, the behaviors were perceived more suitable for popularity enhancement, stimulating a popularity focus.

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The Ad-Likeability Impact of the Direct Versus Averted Gaze of a Model in Print Advertisements. An Empirical Application of Evolutionary Advertising and Consumer Psychology

Should an advertising model in a print advertisement look directly into the camera lens – resulting in the feeling that the model gazes directly at the consumer – or should such a model be portrayed showing an averted gaze? As for movie directors, it is imperative that an actor never looks directly into the camera, except when he is acting in a comedy. And as for news, the anchor woman looks directly into the camera, but interviewees are instructed never to do that.

Yet, whether and when it's appropriate for an advertising model to stare directly into the camera lens, and therefore at the consumer watching the ad, has – to our knowledge – never been the topic of serious academic research. However, recent research in neuroscience shows that observing attractive faces with direct gaze is more rewarding than observing attractive faces with averted gaze. Basing themselves on these findings, Strick, Holland & Van Knippenberg (2008) hypothesized that object evaluations can be enhanced by associating them with attractive faces displaying direct gaze. Since most advertising models do indeed have attractive faces, and the goal of advertising is to enhance 'object evaluations' (of the advertised product) we set up an experiment to test this finding in an advertising context.

20 sets containing two identical print advertisements were created, with the only difference between the two ads being that in the one ad version the model was depicted showing an averted gaze, while in the other ad version the model was directly gazing at the spectator. 370 respondents (aged between 16 and 54 years old) took part in the experiment. They were exposed to each ad set for only 3 seconds, and were then asked to choose the ad version that had the strongest appeal to them. The results show an overall preference for the ad with the ad model displaying the direct gaze. Only when information in the context of the ad model is relevant, the ad containing the model with the averted gaze (directed towards the relevant contextual information) is preferred over the ad with the direct gaze.

The results of this experiment are interpreted as in line with evolutionary advertising and consumer psychology, that is, the application of evolutionary psychology to the study of consumer behavior and advertising processing.

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Effectiveness of Employees' Emotional Labor Strategies in Service Encounters: The Moderating Role of Customer/Employee Cultural Group Membership

Companies spend large sums on training and monitoring of service employees' affect displays (EAD). Two dimensions along which EADs can vary are authenticity (or genuineness) and intensity (or extent). Based on several studies, the underlying belief is that EADs significantly impact employee-customer interactions and, hence, customer satisfaction. One limitation of the extant studies is that they have focused only on situations where employees and customers have had a shared ethnic/cultural group membership. Extending this research to situations where employees and customers come from different social groups is highly desirable, because a customer's emotional sensitivity to an employee's affective display may vary depending on whether the two are members of the same or a different group. For instance, Hennig-Thurau et al. (2006, p. 70) note that "given that cultural norms about service delivery and smiling behavior in general vary across cultures, additional research should examine the extent to which cultural variables influence the interplay of employee emotional display and customer variables in service deliveries." Neuroimaging studies suggest that in interpersonal interactions, people spontaneously and automatically categorize others into different social groups (Balas and Nelson 2010). An in-group is a social group with which a person psychologically identifies, whereas an out-group is a social group with which a person does not identify (Tajfel 1982). Compared with out-group members, people perceive in-group members as more important and relevant social sources (Correll and Park 2005), interact more frequently with them (Malpass 1990), and are more concerned about treatment from them (Correll and Park 2005; Malpass 1990); in contrast, people are less sensitive or responsive to out-group members (Ebner and Johnson 2010). Finally, the heightened motivation to process in-group members' expressions leads to higher

emotional sensitivity and better emotion recognition accuracy (Young and Hugenberg 2010).

Research on emotion communication shows that though the process of decoding facial displays of basic emotions (e.g., identification of smiling) is consistent across ethnic boundaries, the perception and interpretation of the more nuanced elements of facial expressions may be vastly different (Elfenbein and Ambady 2002). We propose that customers' emotional sensitivity is low when they interact with cultural out-group employees. That is, customers are less likely to attend to and care for out-group employees' finer-grained authenticity cues, such as the subtle, delicate variations in the appearance of facial expressions. Conversely, an in-group employee's genuineness and authentic display is considered more relevant by customers. In-group membership heightens customers' emotional sensitivity, enhances decoding accuracy, and amplifies EAD authenticity effects. In a lab experiment, we test the moderating role of group membership on the impact of EAD authenticity and intensity on customer reactions.

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Integrating Trust, Social Capital and Social Exchange to Explain Social Media Engagement

Internet–based social media technologies provide a variety of contexts for people to engage in social interaction; they provide different types of relationships and a variety of potential risks. This paper proposes a theoretical model which integrates theories of trust, social capital and social exchange to explain people's engagement with these technologies.

Mayers, Davis and Schoorman's (1995) influential theory of trust and risk taking provides a framework for understanding the factors which influence an individual's evaluation of the risks of engaging in activities where success is dependent on another actor. The theory argues that an individual's perception of the trustworthiness of a person or their environment is based on their perceptions of the ability, benevolence and integrity of the trustee. The perceived trustworthiness of the trustee mitigates the perceived risks and influences the likelihood of people engaging in risk-taking behaviour, such as engaging with social media.

A limitation of Trust theory is that it does not explain the role of perceived costs and rewards as factors influencing people's propensity to engage in social activities. Social Exchange Theory provides a framework for analysing this, identifying ways in which social exchange relationships can be structured to achieve different types of rewards and arguing that individuals choose between options to obtain best perceived value for lowest perceived cost. However, some situations it is also necessary to draw on concepts of Social Capital to provide a framework for interpreting the rewards of engagement.

This paper illustrates how the integration of these concepts can provide a model of social behaviour which can used to interpret the uptake of a range of internet-mediated relationships such as online auctions, online communities of practice and social networking applications. The theoretical model provides conceptual framework which can guide designers of and social media strategies and developers of applications in the production of engaging user experiences.