

2015

12th Annual International
Conference on SMEs,
Entrepreneurship and
Innovation: Management -
Marketing - Economic - Social
Aspects, 3rd Annual International
Colloquium on Branding & 2nd
Annual International Conference
on Small Societies-Small
Business-Small Cities & Villages
27-30 July 2015, Athens, Greece

Edited by Gregory T. Papanikos

THE ATHENS INSTITUTE FOR EDUCATION AND RESEARCH



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Kolonaki, 10671 Athens, Greece
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Preface

This abstract book includes all the abstracts of the papers presented at the *12th Annual International Conference on SMEs, Entrepreneurship and Innovation: Management – Marketing – Economic – Social Aspects*, *3rd Annual International Colloquium on Branding & 2nd Annual International Conference on Small Societies-Small Business-Small Cities & Villages*, 27-30 July 2015, Athens, Greece, organized by the Athens Institute for Education and Research. In total there were 24 papers and 25 presenters, coming from 15 different countries (Austria, Brazil, Canada, Czech Republic, Egypt, France, India, Malaysia, New Zealand, Republic of Kosovo, Russia, Spain, Turkey, U.K. and USA). The conference was organized into nine sessions that included areas such as Productivity, Innovation, R&D and Entrepreneurship, Industry and Sectoral Studies and other related fields. 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
**12th Annual International Conference on SMEs, Entrepreneurship
and Innovation: Management - Marketing - Economic - Social
Aspects, 3rd Annual International Colloquium on Branding & 2nd
Annual International Conference on Small Societies-Small Business-
Small Cities & Villages, 27-30 July 2015, Athens, Greece**

**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. Peter Yannopoulos, Professor, Brock University, Canada & Academic Member, Marketing Research Unit, ATINER.
4. Dr. Cleopatra Veloutsou, Senior Lecturer of Marketing, University of Glasgow, U.K. & Head, Marketing Research Unit, ATINER.
5. Mr. Thomas Papanikos, President, Institute of Local Development (ITAΘΑΠ).
6. Dr. Gregory A. Katsas, Head, Sociology Research Unit, ATINER & Associate Professor of Sociology, The American College of Greece-Deree College, Greece.
7. Dr. Sharon Claire Bolton, Head, Management Research Unit, ATINER & Professor of Organizational Analysis - Head of School, The Management School, University of Stirling, Scotland.
8. 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.
9. Dr. Nicholas Pappas, Vice-President of Academics, ATINER, Greece & Professor, Sam Houston University, USA.
10. Dr. Chris Sakellariou, Vice President of Financial Affairs, ATINER, Greece & Associate Professor, Nanyang Technological University, Singapore.
11. Ms. Olga Gkounta, Researcher, ATINER.

Administration

Stavroula Kyritsi, Konstantinos Manolidis, Katerina Maraki & Kostas Spiropoulos

Monday 27 July 2015

(all sessions include 10 minutes break)

08:00-08:30 Registration and Refreshments

08:30-09:00 (ROOM B) Welcome & Opening Remarks

- Dr. Gregory T. Papanikos, President, ATINER & Honorary Professor, University of Stirling, UK.
- Dr. George Poulos, Vice-President of Research, ATINER & Emeritus Professor, University of South Africa, South Africa.
- Dr. Peter Yannopoulos, Academic Member, Marketing Research Unit, ATINER & Professor, Brock University, Canada.
- Dr. Cleopatra Veloutsou, Head, Marketing Research Unit, ATINER & Senior Lecturer of Marketing, University of Glasgow, U.K.

09:00-10:30 Session I (ROOM B): Branding in a Global and Interdependent World

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

1. *Nicolas Papadopoulos, Chancellor's Professor, Carleton University, Canada, Jill Reid, Assistant Professor, Fairleigh Dickinson University, Canada, Michel Rod, Associate Professor, Carleton University, Canada & Jose Rojas-Mendez, Associate Professor, Carleton University, Canada. Place-Brand Associations in International Branding and Advertising: What Managers Think.
2. Marie-Helene Abbo, Professor, Groupe ESC PAU Business School, France & Muneesh Kumar, Professor, University of Delhi, India. Brand Alliances with Social Causes: What Drive the Consumer Preference?
3. *Jayasankar Ramanathan, Visiting Assistant Professor, Indian Institute of Management Indore, India. Attitude to Corporate Brand: Conceptualizing Spillover Effects across Various Markets.
4. Brenda Saris, Researcher/Senior Lecturer, Whitireia New Zealand, New Zealand. Humanistic Branding: The Importance of the Five Human Senses in Social Media. (BRA)
5. Parichehr Riahi Pour, Ph.D. Student, University of Glasgow, U.K. Evaluating the Impact of Celebrity Endorsers on Consumers' Perceptions in the Context of non-Profit Brands.

10:30-12:00 Session II (ROOM B): Productivity, Innovation, R&D and Entrepreneurship I

Chair: Peter Yannopoulos, Academic Member, Marketing Research Unit, ATINER & Professor, Brock University, Canada.

1. Yan Castonguay, Professor, University of Quebec at Rimouski, Canada. Behind the Finnish Innovation System. (SME)
2. Julio Garcia del Junco, Professor, University of Seville, Spain, Francisco Espasandin Bustelo, Assistant Professor, University of Seville, Spain, Beatriz Palacios Florencio, Assistant Professor, Universidad Pablo de Olavide, Spain & Georg Michael Jeremias Dutschke, Assistant Professor, Universidade Atlântica, Portugal. Organizational Culture and Innovation Results. The Case of Spanish Social Economy Organizations. (SME)
3. John H. Walker, Professor, Brock University, Canada. A Study of the Empirical Factors that Influence E-Commerce Adoption/Non-Adoption in Slovakian Small and Medium-Sized Businesses. (SME)
4. Rania Serhal, Ph.D. Student, Angers University, France, Gaelle Pantin-Sohier, Angers University, France & Regis Dumoulin, Angers University, France. Does Innovative Packaging for the Product Category Affect Taste, Quality Perception and Purchase Intention? (BRA)

12:00-13:30 Session III (ROOM B): The Economic, Political and Social Environment I

Chair: *Jayasankar Ramanathan, Visiting Assistant Professor, Indian Institute of Management Indore, India.

1. Jia Wei Liu, Associate Professor, National Taipei University, Taiwan. Casual Relations between Taiwan People's Media Use and Unification and Independence Position.
2. *Domenico Maddaloni, Associate Professor, University of Salerno, Italy. Whatever Happened to Italy? The Crisis of the Italian Model of Development in the Era of Globalization.
3. *Richard Henson, Senior Lecturer, University of Worcester, U.K. & Joy Garfield, Course Leader, University of Worcester, U.K. Why do SMEs Continue to Ignore Security Advice despite the Huge Amount of Evidence of Threats and Vulnerabilities? (SME)
4. Elias Sanidas, Professor, Seoul National University (SNU), South Korea. Politics, Economics and the Political Economy of the Greek Social and Economic Mismanagement.
5. Mehmet Burak Ceran, Lecturer, Selcuk University, Turkey & Metehan Ortakarpuz, Lecturer Selcuk University, Turkey. The Possible Effects of Transatlantic Agreement (Ttip) on the Foreign Trade of Turkey. (SME)

13:30-14:30 Lunch

14:30-16:00 Session IV (ROOM B): New Economy – New Challenges I

Chair: *Domenico Maddaloni, Associate Professor, University of Salerno, Italy.

1. Alia El Banna, Post-Doctoral Fellow, Carleton University, Ottawa, Canada, Leila Hamzaoui-Essoussi, Associate Professor, University of Ottawa, Ottawa, Canada & Nicolas Papadopoulos, Chancellor's Professor, Carleton University, Ottawa, Canada. Nation Branding for FDI: An In-depth Examination and Agenda for Future Research.
2. Metehan Ortakarpuz, Lecturer, Selcuk University, Turkey & Mehmet Burak Ceran, Lecturer, Selcuk University, Turkey. Erp (Enterprise Resource Planning) and the Use in Turkey. (SME)
3. Mario Kleindienst, Scientific Assistant, Graz University of Technology, Austria & Christian Ramsauer, Graz University of Technology, Austria. Industry 4.0 and SMEs – A Procedure Model to Identify the Need for Action in Production Environments. (SME)
4. Audrey Jamal, Ph.D. Candidate, University of Waterloo, Canada. The New Economy: The Role of Coworking in Ontario's Small Cities. (SMC)
5. Mumtaz Levent Akkol, Assistant Professor, Bozok University, Turkey. The Frankfurt School and Criticism of the Culture Industry. (SOS)

16:00-17:30 Session V (ROOM B): The Economic, Political and Social Environment II

Chair: Mario Kleindienst, Scientific Assistant, Graz University of Technology, Austria.

1. Ciprian Iftimoaei, Post-Ph.D. Researcher and Associate Teaching Assistant, Alexandru Ioan Cuza University of Iasi, Romania. The Impact of Governmental Elite's Configurations on Quality of Governance. (SOS)
2. Anna Jellamo, Professor, University of Calabria, Italy. John Stuart Mill: On the Concept of Liberty and the Break of the Connection between Freedom and Property. (SOS)
3. Arina Anis Azlan, Ph.D. Student, National University of Malaysia, Malaysia. Situation Complexity: Delineating Situational Factors Affecting Individual Communicative Action in Problem Solving. (SOS)

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

Tuesday 28 July 2015

(all sessions include 10 minutes break)

09:00-10:30 Session VI (ROOM B): The Economic, Political and Social Environment III

Chair: Anna Jellamo, Professor, University of Calabria, Italy.

1. Demos Vardiabasis, Professor, Pepperdine University, USA & Samuel Seaman, Professor, Pepperdine University, USA. Predicting Financial Crises Using Draw Probabilities as Leading Indicators. (SME)
2. Jacek Wieclawski, Assistant Professor, University of Warmia and Mazury in Olsztyn, Poland. The Myths of Regional Co-Operation in East-Central Europe - Some Conclusions on Social and Political Determinants of Integration Processes in the Region. (SOS)
3. Martina (Tina) Kotze, Researcher, University of the Free State, South Africa & Petrus Nel, Senior Lecturer, University of the Free State, South Africa. Antecedents of Authentic Leadership: An Empirical Study. (SOS)
4. Stanislav Sukhoy, MSc Student, The Russian Presidential Academy, Russia, Maxim Leonov, Ph.D. Candidate, The Russian Presidential Academy, Russia & Tatyana Zhuravleva, Research Officer, Gaidar Institute of Economic Policy, Russia. Corruption Behaviour: Evidence of the Laboratory Experiments from Russia and France. (SME)

10:30-12:00 Session VII (ROOM B): Industry and Sectoral Studies

Chair: Samuel Seaman, Professor, Pepperdine University, USA.

1. Aini Suzana Ariffin, Senior Lecturer, University Technology Malaysia, Malaysia & Siti Nadzirah Noordin, Master Student, University Technology Malaysia, Malaysia. Determinants of Strategic Thinking of Successful Innovators in Service Industry: The Case of Malaysia SMEs. (SME)
2. Vjosa Fejza, Ph.D. Student, University of Pristina "Hasan Prishtina", Republic of Kosovo & Ajtene Avdullahi, Ph.D. Student, University of Pristina "Hasan Prishtina", Republic of Kosovo. The Competitive Strategies of Construction Companies. (SME)

12:00-13:00 Session VIII (ROOM B): New Economy - New Challenges II

Chair: Aini Suzana Ariffin, Senior Lecturer, University Technology Malaysia, Malaysia.

1. Karen Orengo-Serra, Professor, University of Puerto Rico, Puerto Rico, USA & Gisela I. Carrero-Morales, Associate Professor, Inter American University of Puerto Rico, Puerto Rico, USA. Domestic Interfirm Network Relationships and International Expansion of Mediterranean SMEs: The Case of Corsica. (SME)
2. Mohamed Reda Ramadan Gomaa, Assistant Professor, Alexandria Higher Institute for Engineering & Technology, Egypt. Enhance Small Enterprises Assistance as Perspective TQM. (SME)
3. Hairong Mu, Lecturer, Harper Adams University, U.K. Does Technology Help Understand Economics? Using Clickers to Teach Economics to Non-Economics Students. (SOS)

13:00-14:00 Lunch

14:00-15:30 Session IX (ROOM B): Productivity, Innovation, R&D and Entrepreneurship II

Chair: Karen Orengo-Serra, Professor, University of Puerto Rico, Puerto Rico, USA.

1. Fernando Gimenez, Professor, Federal University of Parana State - UFPR, Brazil & Luciano Minghini, Lecturer, ISAE - Mercosur Superior Institute of Administration and Economy, Brazil. The Development of Strategic Management in Incubated Technological New Ventures. (SME)
2. Miroslav Spacek, Associate Professor, University of Economics in Prague, Czech Republic. Efficient Innovation Management as a Key Driving Force of Company Value Creation. (SME)
3. Samih Atmane, Ph.D. Student, University of Paris 13, CEPN, France & Fadila Ouaida, Ph.D. Student, University of Paris 13, CEPN, France. Impact of R&D and E-Commerce on French Firm's Productivity. (SME)

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

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

Wednesday 29 July 2015
Cruise: (Details during registration)

Thursday 30 July 2015
Delphi Visit: (Details during registration)

Marie-Helene Abbo

Professor, Groupe ESC PAU Business School, France

&

Muneesh Kumar

Professor, University of Delhi, India

Brand Alliances with Social Causes: What Drive the Consumer Preference?

Nowadays, brand managers are under pressure to be socially more responsible and act more ethically. This tendency has brought new marketing practices and new kinds of brand alliances into the spotlight. In contrast to the earlier practice of alliances between commercial brands, For-Profit-Organizations (FPOs) have started partnering with Not-for-Profit-Organizations (NPOs). Those alliances illustrate how companies are attempting to relate their corporate marketing strategy with the will and need to be socially responsible. In 2014, McKinsey confirms the increasing popularity of this practice and states "Companies are increasingly expected to join with other organizations - both public and private - to address social and environmental problems".

In this partnership, the FPO brand commits to give a part of the consumers' purchases of the co-branded product to the NPO charity organization. It has been named Cause Co-Branding (CCB). While there are increasing instances of Cause Co-branding attempts, brand managers are concerned about the efficacy of such alliances in influencing customer attitude toward the brand. There is still little quantitative empirical research on this new type of alliance between FPOS and NPOs and very little empirical evidence exists regarding the factors that drive the consumers' choice. The present paper aims at developing better understanding of such factors. Based on a study conducted in India in the banking sector, this paper presents findings of the study and its theoretical and managerial implications. Conjoint analysis is applied to a non-student sample (N=114) which were required to rank 16 dummy credit cards issued by 4 different banks linked with 4 different Not-for-Profit Organizations (NPO). We observe that the drivers for electing a CCB product seems to be first the brand, then the cause category and finally the NPO brand. These findings could be useful for brand managers in decisions regarding the cause and brand of the NGO partner.

Aini Suzana Ariffin

Senior Lecturer, University Technology Malaysia, Malaysia

&

Siti Nadzirah Noordin

Master Student, University Technology Malaysia, Malaysia

Determinants of Strategic Thinking of Successful Innovators in Service Industry: The Case of Malaysia SMEs.

We do wonder “what really are the traits and attributes of a person to enable him/her to successfully carry through an idea and invention from the ‘garage lab’ to the shop shelves and eventually into homes and businesses as well as create great wealth from selling them?” Typical success stories of innovators show they usually encounter a failure, or a few, before taking off commercially to meet market needs and demands. Maybe, what really makes their innovation(s) a success is not so much luck, but rather possessing an intelligent and strategic and systematic thinking approach – that resembling critical thinking skills. In enterprise innovation case, many people who develop small ideas don’t realize that they can be nurtured and developed into big ideas by following a simple process of conceptualization and improvement.

The objectives of this study are; to uncover the typical patterns of behavior of inventors who have successfully carried through their innovations to the market place and manage to sustain in long run; to uncover any hidden new dimension of intrinsic nature apart from the generic; to examine the factors that are associated with successful innovation at the enterprise level; to form a strategic thinking model(s) which is the driver in the innovator toward success.

In order to accomplish the objective, the research methodology will begin with report and document analysis on SMEs development, performance and literature review. This will be followed by series of Elite Interview session and survey with successful innovators in Malaysia to capture their opinion and recommendation on strategic thinking and managing of innovation for wealth creation and company’s sustainability. The research findings are expected to recommend the set of criteria for successful innovator in Malaysia, to comprehend the innovation strategic thinking environment among innovators and to determine the best practice and models of successful innovators.

Samih Atmane

Ph.D. Student, University of Paris 13, CEPN, France

&

Fadila Ouaida

Ph.D. Student, University of Paris 13, CEPN, France

Impact of R&D and E-Commerce on French Firm's Productivity

The purpose of this article is to provide an improved understanding of the impact of R&D and ICT innovations, more particularly e-commerce, on firm performance after its application. Our main interrogation is around the following question: Does R&D and e-commerce really promote firms' productivity in France?

We take advantage of the data from the National Institute of Statistics and Economic Studies in France (INSEE) of the Community Innovation Survey (CIS), Information and Communication Technologies Survey (ICT and e-commerce) and Annual Enterprise Survey (*EAE - Enquête annuelle d'entreprise*).

We apply a variant of the CDM model (Crépon, Duguet and Mairesse, 1998) that describes the link between R&D expenditure, e-commerce, innovation, and productivity. The empirical results show that, on the one hand, R&D is an important enabler of innovation, and ICT capital is also a key enabler for e-commerce in the year 2008. But on the other hand, only R&D output (precisely technological innovation, namely, product and process innovation) have a positive influence on productivity and not e-commerce. The latter result reminds us of Solow's aphorism "you can see the computer age everywhere but in the productivity statistics (1987)". Now more than twenty seven years have passed, are French firms facing this productivity paradox?

Yan Castonguay

Professor, University of Quebec at Rimouski, Canada

Behind the Finnish Innovation System

One of the most successful national innovation systems in the world is that of Finland (European Center ICEG 2011). Based on an exploratory methodological approach, 11 semi-structured interviews were conducted in the summer of 2014 with the main actors of the national innovation system of Finland. The results of this study allowed to identify the policies, strengths and weaknesses as well as innovation management mechanisms in the Finnish model. In addition, this study allowed to understand the partnership between Finnish companies and stakeholders (universities, regional support agencies, technology transfer centers and other companies). The results of this study are likely to contribute to the development of a new theoretical framework. This study provides actionable insights to improve policy decisions related to fostering collaboration between the actors of national innovation system. In short, this research will bring many contributions to scientific community, business environment and political environment.

Mehmet Burak Ceran
Lecturer, Selcuk University, Turkey
&
Metehan Ortakarpuz
Lecturer Selcuk University, Turkey

The Possible Effects of Transatlantic Agreement (Ttip) on the Foreign Trade of Turkey

International competitiveness refers not only to a process in which businesses may directly interfere or direct but also to a process that is shaped by the state policies. The agreements that are made between countries and impact the trade between these countries affect the foreign trade positively or negatively. The businesses operating in these countries in question provide advantages compared to the other businesses across the world markets as a result of the trade agreements signed between the countries. It is expected that the Transatlantic Agreement (Transatlantic Trade and Investment Partnership/TTIP), which is planned to be one of these agreements and still carried out its negotiations by European Union and United States of America, cause significant changes in the international commercial data between the countries in the coming years. Surely, this situation is closely related to the countries that trade with USA and EU. By this agreement, customs duties between two countries will be zeroed, non-tariff barriers will be removed, and arrangements to be made in many sectors will be mutually recognized. The commercial rules of the markets of USA and EU, which have a big importance in the foreign trade of Turkey, will be modified by this agreement, and this situation will affect the foreign trade of Turkey as well. Under the study that will be discussed the content, scope, and domain of Transatlantic Trade and Investment Partnership (TTIP), it will be treated the possible reflection of this agreement in the foreign trade of Turkey.

Alia El Banna

Post-Doctoral Fellow, Carleton University, Canada

Leila Hamzaoui-Essoussi

Associate Professor, University of Ottawa, Canada

&

Nicolas Papadopoulos

Chancellor's Professor, Carleton University, Canada

Nation Branding for FDI: An In-depth Examination and Agenda for Future Research

The inexorable advance of globalization has heightened the importance of international operations, as manufacturers endeavour to develop the right mix of ingredient or component sourcing, resource acquisition, personnel deployment, and market servicing across worldwide markets. As a result, the importance of foreign direct investment (FDI) is increasing and so is the intensity of competition among countries to attract it foreign capital through systematic "place branding for FDI" campaigns. Nation or place branding is a nascent field that emerged in the 1990s and became part of the international business lexicon only following van Ham's (2001) article "The Rise of the Brand State" and the inclusion of "nation branding" by the *New York Times Magazine* as one of the year's "most notable" ideas of 2005. As a result, there is now a considerable amount of attention focused on the notion of "place", at least two journals are entirely dedicated to it (*Place Branding and Public Diplomacy* and *Journal of Place Management and Development*), and many countries work to develop their "brand" in order to enhance their exports and attract tourism, skilled workers, and FDI (Hankinson 2010).

However, while research on place branding is already extensive, it has focused on tourism and export promotion but not FDI – and even though the literature on the antecedents of FDI location choice is also voluminous (e.g., Lu, Liu, Wright, and Filatotchev 2014), it has not dealt with what the locations themselves do to attract the attention of investors. The present paper examines nation branding for FDI through an integrative review of the literature and a quantitative content analysis of national branding websites. The results suggest that countries' approaches are many and varied but also generally ineffective, uncoordinated, and not integrated into broader place branding campaigns, thus not creating a coherent and sustainable country image. Implications and suggestions for future research are discussed.

Vjosa Fejza

Ph.D. Student, University of Pristina "Hasan Prishtina", Republic of Kosovo

&

Ajtene Avdullahi

Ph.D. Student, University of Pristina "Hasan Prishtina", Republic of Kosovo

The Competitive Strategies of Construction Companies

In today's dynamics of modern time, companies are increasingly being faced with a tough competition. To withstand this competition, they need to develop and implement the best competitive strategies to differentiate and create a sustainable competitive advantage in the market in which they operate. This paper aims to investigate the competitive strategies that local construction companies implement in a developing country such as Kosova scenario.

We have reviewed various extant literatures, publications and other secondary data, in order to fundamentally understand the importance of developing and implementing competitive strategies that strongly position the company against competitors and give the company the strongest possible competitive advantage.

The main objectives of this paper are to explore competitive strategies of local construction companies and identify how those companies create the strong competition advantage in the market. For the purpose of this paper we have analyzed three local construction companies "Fidola", "Nartel" and "Agro Trade", in order to identify their competitive strategies developed to build a strong competitive advantage. Also, we have compared the competitive strategies of three companies aiming to identify which company's competitive strategy has been the solidest and successful to create a strong competitive advantage and why.

Finally, we have extracted the findings and conclusions that mainly derive from the review of the literature, publications and other secondary data obtained from the archive of the three analyzed companies in this paper.

Julio Garcia del Junco

Professor, University of Seville, Spain

Francisco Espasandin Bustelo

Assistant Professor, University of Seville, Spain

Beatriz Palacios Florencio

Assistant Professor, Universidad Pablo de Olavide, Spain

&

Georg Michael Jeremias Dutschke

Assistant Professor, Universidade Atlântica, Portugal

Organizational Culture and Innovation Results. The Case of Spanish Social Economy Organizations

The probability of success and ensuring sustainability increases when organizations, in this case cooperatives and social working societies, focus their resources and capabilities on achieving innovation outcomes. Among the most cited resources ensuring innovation results, organizational culture emerge as a major one.

Considering previous works this research aims to, first, characterize the cultural archetypes models of Social Economy organizations and, second, to identify the differences between cultural archetype models and their impact on innovation results.

To achieve these objectives a conceptual model with valid and reliable indicators is applied, and sample of 515 social economy organizations is analyzed based on descriptive statistics and multivariate analysis models (cluster analysis).

Fernando Gimenez

Professor, Federal University of Parana State – UFPR, Brazil

&

Luciano Minghini

Lecturer, ISAE – Mercosur Superior Institute of Administration and Economy, Brazil

The Development of Strategic Management in Incubated Technological New Ventures

This research aims to present the study of the development of strategic management in an incubated technological new venture. Using the perspective of the Activity Theory (AT, Vygotsky 2009), we conducted an ethnography research and implemented some interventional activities to register 14 months of work of four managers of a biotechnological entrepreneurship incubated at the Federal University of Parana facilities. During this period, we analyzed their activities to identify the object considered by them and the theory as strategic, as well as, we introduced interventional activities to promote the managers appropriation of scientific concepts of strategy (e.g. strategic planning), to stimulate the formation of their own strategic concepts, and the development of their strategic management activities. In the fieldwork, we used research activities like the Interview to the Double to explore the awareness of managers' previous strategic knowledge, their learning process and the zone of proximal development proposed by Vygotsky (2009) studies. After this period, the study contributed to verify that the development of strategic management occurs in the activities of these managers, in a cyclical and evolutionary process of: (a) resolution of the conflicts in the relationship of managers and the object of their activities; (b) negotiation of the different individual perceptions of the objective embedded in the object of their activities and; (c) development of new structures of strategic meanings embodied in the concepts and instruments embedded in the activities adopted by the managers and considered by them as strategic.

Richard Henson

Senior Lecturer, University of Worcester, UK

&

Joy Garfield

Course Leader, University of Worcester, UK

Why do SMEs Continue to Ignore Security Advice despite the Huge Amount of Evidence of Threats and Vulnerabilities?

In the fourteen years since “Economics of Information Security” started as a discipline, many articles have been written about management of information security within organisations. Most of the articles have focused on public sector or larger private sector companies perhaps with an implicit assumption that the research findings would also apply to and influence SMEs. In practice, the truth is that SMEs have been largely unmoved, and not enough research has examined this reality.

In this paper, the authors seek to explore the reasons why smaller SMEs in particular have consistently failed to see securing information as strategic year-on-year spending, and often just part of an overall tight IT budget. Spending on security therefore has to compete with demands for hardware, infrastructure, and strategic applications.

The authors’ latest research scrutinises the typical SMEs reasoning choosing to see non-spending on security as an acceptable strategic risk. In terms of primary data-gathering, it looks particularly at possible reasons why SMEs tend not to take much notice of “scare stories” in the media which have consistently shown that SMEs are increasingly at risk as the information systems of larger businesses have taken greater precautions and become more difficult to penetrate.

The results and their analysis provide useful pointers towards the broader business environment changes that would cause SMEs to be more risk-averse and ethical in their approach to securing their own and their clients’ information.

Audrey Jamal

Ph.D. Candidate, University of Waterloo, Canada

The New Economy: The Role of Coworking in Ontario's Small Cities

In 2006, the Ontario government enacted a growth plan mandating cities to revitalize their downtown cores, create walkable communities and protect farmland. This plan is being implemented as Ontario transitions from a manufacturing-based to a knowledge-based economy. The knowledge economy relies on information and innovation to drive the economy, and requires a highly trained, well-educated workforce. While larger, amenity-rich cities have found success attracting knowledge workers and regenerating their downtowns, smaller centres must overcome a history of low-density, dispersed development, and compete with their larger counterparts for jobs and residents.

The growth plan is seeking to reverse decades of urban decline in small Ontario cities. The advent of suburban retail centres, and the creation of bypass roads are two reasons for downtown decline. However, with a new mandate for cities to attract investment to their downtown core areas, there is opportunity to explore whether the knowledge economy can revitalize and begin to spatially define small city downtowns. Urban theorists caution municipalities against looking for a 'big fix' to regenerate small urban economies, arguing in favour of incremental improvements. As such, this paper asks: Has coworking emerged as a strategy to attract the knowledge economy and regenerate the urban economies of small cities?

Surveys show that coworking spaces are attracting knowledge workers. With over 2000 spaces globally, coworking has fostered collaboration, innovation and entrepreneurship in cities. This paper illustrates the findings from a survey of Ontario's coworking spaces in small cities. Results show that coworking in small cities is attracting knowledge workers; gentrifying historic properties in downtowns; and creating a new generation of entrepreneurs outside of large cities. It concludes that coworking amenities succeed in attracting the knowledge economy to small cities. Furthermore, in the absence of city-wide economic development, coworking is a grass-roots driver of collaboration, innovation and business incubation.

Mario Kleindienst

Scientific Assistant, Graz University of Technology, Austria

&

Christian Ramsauer

Graz University of Technology, Austria

Industry 4.0 and SMEs – A Procedure Model to Identify the Need for Action in Production Environments

Currently a paradigm shift in manufacturing industry is claimed. Driven by economic problems of western countries Industry 4.0 is hoped for being the solution to bringing back manufacturing to the western economy and to stop the outsourcing boom of manufacturing which was flourishing during the last decades. The aim is to further increase productivity and manufacturing efficiency and to enable batch size one production, which means highly customizable products that can be tailored to the specific needs of nearly every customer. Therefore new technologies and methodologies are necessary, why Industry 4.0 is also claimed to be the fourth industrial revolution. Since the establishment of the so called Platform Industry 4.0 in early 2013 a lot of scientific publications were published, but Industry 4.0 still fights for its eligibility. Especially SMEs tend to wait and see how this trend is developing because they simply get confused by the high complexity that this paradigm shift implicates. Nevertheless industry 4.0 will affect SMEs and the way how they create value. What is missing is a clear elaboration of Industry 4.0 specifically for SMEs.

This paper elaborates the problems of SMEs with industry 4.0 that mainly can be related to SME inherent characteristics like lack of resources (qualitative and quantitative) or knowledge. Within this article a procedure model is introduced, that should help SMEs to identify the need for action in specific fields within Industry 4.0. Therefore it is aimed to facilitate target-oriented actions of SMEs to tackle the challenges they are facing. This is done in a 3 step approach: First several Industry 4.0 publications are screened in order to define certain clusters of spheres of activity within Industry 4.0. Then explicit effects on the operative value creation process are elaborated and discussed. Out of this, relevant criteria are discussed that enable a link between the effects of Industry 4.0 on SMEs and the actual state of the SME. Finally the overall generic procedure model combines fields of Industry 4.0 and the direct impacts with the actual state of SMEs via a self-assessment tool. The result is a recommendation which parts of Industry 4.0 make sense for a specific company and therefore should be implemented first. Therefore the effectiveness of SMEs and their considerations of investments into Industry 4.0 is increased essentially.

Karen Orengo-Serra

Professor, University of Puerto Rico, Puerto Rico, USA

&

Gisela I. Carrero-Morales

Associate Professor, Inter American University of Puerto Rico, Puerto Rico, USA

Domestic Interfirm Network Relationships and International Expansion of Mediterranean SMEs: The Case of Corsica

Network relationships, particularly alliances with partners in the foreign market, constitute an effective strategy to overcome deficiencies, such as a lack of resources or foreign market knowledge, upon entering into international markets, (Lu and Beamish, 2001). McDougall and Oviatt (2005) state that “Networks help entrepreneurs identify international opportunities, establish credibility, and often lead to strategic alliances and other cooperative strategies”. Although there is much literature on network relationships as a powerful tool for SMEs to pursuing international opportunities, still there are few existing researches about the relationships of interfirm domestic networks and international expansion of SMEs. For the purpose of this study we define interfirm domestic networks as cooperative relationships between the two or more locally owned SMEs within a particular commercial or industrial networks. In our cases, the study address those firms belonging to a Specialty food niche market in the agroindustry of the Corsica Island. The value of a networking approach to SME internationalization is conditioned by its ability to define the role of the networks and the level of involvement underlying the decision making process of small business owners. It is especially valuable in cases of SMEs since these firms in order to survive within the international Specialty Food industry develop unique competencies that may better be explored using the interfirm network relationship approach rather than resource-based or stage-based approaches. In this study, emphasis was placed on the combined use of a qualitative cases studies and content analysis approach and quantitative survey technique. Preliminary findings suggest that organic, handcrafted, and country of origin certifications such as controlled designation of origin or AOC (*appellation d'origine contrôlée*) are important factors explaining the using of domestic interfirm network relationships by Corsican SMEs for international expansion.

Metehan Ortakarpuz
Lecturer, Selcuk University, Turkey
&
Mehmet Burak Ceran
Lecturer, Selcuk University, Turkey

Erp (Enterprise Resource Planning) and the Use in Turkey

One of the advanced technologies that has emerged in the recent past and become an indispensable part of the businesses in the competitive and speedy environment of the present day is the system of ERP (Enterprise Resource Planning). It seems that the ERP system is recently included in the working processes of businesses also in Turkey as in the world and they focus on the aims of competitiveness and sustainable growth more.

The applications of the ERP systems in Turkey, which enables to manage all the working processes and information system of the business in an integrated way and it is considered as integrated computer-supported software, are the main subject of this study. Under the study, it is shared the conceptual framework of the ERP systems, the theoretical information related to its development process and modular structure, the practitioner companies in Turkey, practices, institutional solutions, and some information about the analysis of sector and market and its future. The advantages of ERP, the reasons leading to establish the system, the selection and installation of the correct system, the disadvantages, and the difficulties met in the installation and operation are discussed as the other topics. In this study, it was used Metehan Ortakarpuz's thesis in the master's degree on which was completed in 2009 and called "ERP and the Use in Turkey."

Nicolas Papadopoulos

Chancellor's Professor, Carleton University, Canada

Jill Reid

Assistant Professor, Fairleigh Dickinson University, Canada

Michel Rod

Associate Professor, Carleton University, Canada

&

Jose Rojas-Mendez

Associate Professor, Carleton University, Canada

Place-Brand Associations in International Branding and Advertising: What Managers Think

Since virtually any product today can be made virtually anywhere, some researchers felt a product's "origin" in international marketing was no longer important and further studies in the much-researched field of "country of origin" (CO) would be unnecessary (Usunier 2006), even in its wider conceptualization of "product-country image" (PCI) which stressed a product's association rather than narrowly-conceived "origin" (Papadopoulos and Heslop 1993). However, globalization appears to have had the opposite effect: As global brands try to develop sustainable images across multiple markets (Aaker 1991, 1996) and local competitors focus on fending off foreign competition, the place with which a brand can be associated came to be seen as one of the few remaining attributes that can help build competitive advantage. Thus CO/PCI, in its new and broader guise as "brand origin", has been attracting more, rather than less, research and applied interest (Quelch 2003).

While research in CO, PCI, and brand origin is voluminous, it has focused on consumer perceptions and there is a corresponding dearth of studies from the manager's perspective. More specifically, studies of managers intended to understand why or how they incorporate place-based attributes in international branding and advertising strategy, the kinds of place symbols used to convey brand images, the communications tactics employed to help build place-based brand equity, and the choices of place-based as opposed to other available appeal or message execution styles, is virtually nonexistent.

The present paper reports on the results of the first-ever examination of managerial views of place associations in international marketing through an in-depth qualitative study. The study illustrates the importance attributed to "place" by international marketing managers, examines the ways in which the place construct manifests itself in international branding and advertising, and identifies some of the antecedent factors that direct the way place associations are utilized in international marketing.

Mohamed Reda Ramadan Gomaa

Assistant Professor, Alexandria Higher Institute for Engineering & Technology, Egypt

Enhance Small Enterprises Assistance as Perspective TQM

Small enterprises play an important role in economic development in the industrial world countries and also the third world countries as the same level. As general, small enterprises in the third world face a shortage in the productivity. Besides, the human factor represents approximately 60% of the essential properties for small enterprises that represent the ownership, leadership, management, and workforces. The paper aims to support the planning, and implementation stages for small enterprise, and apply small enterprise's beneficiaries assistance program, especially in the first stage of enterprise's preparation which focus on selection approach of enterprise's beneficiaries, especially managers, and owners to identify and develop their skills as perspective entrepreneur's style to implement their small enterprises. Moreover, small enterprise's beneficiaries assistance program includes such stages as feasibility studies, products promotion and marketing, human resources development, quality control and upgrading, enterprise management and assessment. Furthermore, the paper puts forth a scheme such as flowchart, and fishbone (cause, and effect) to follow-up small enterprise and assess the actual needs during implementation stages as perspective continuous improvement. Moreover the paper studies sample of small enterprises which had been funded from Social Fund for Development (SFD) which is managed by the Egyptian Government and UNDP. Main findings end-up with a major responsibility of manpower factor behind most small enterprises problems. In addition, the mechanism of technical assistance for small enterprise's beneficiaries must apply the scientific approaches during the implementing of enterprise. Besides, small enterprise's beneficiaries assistance program must be adopted before the implementing of small enterprise according to actual needs assessment of enterprise's beneficiaries.

Jayasankar Ramanathan

Visiting Assistant Professor, Indian Institute of Management Indore,
India

**Attitude to Corporate Brand: Conceptualizing Spillover
Effects across Various Markets**

Keeping in mind the fact that multiple stakeholder groups perceive and derive value from a corporate brand, a corporate brand can be understood to have four different markets with which it exchanges value: viz., product market, stock market, employment market and value-chain partner market each consisting of existing and potential customers, investors, employees, and suppliers and/or trade partners respectively. Several companies, including some traditional 'house-of-brands' such as P&G and Unilever, are realizing the benefits of corporate branding. While efficiency owing to spillover effects within a product portfolio is often seen as key benefit, support for communications for audiences such as investors, prospective employees, suppliers and trade partners arising from the communication programs in product market is also recognized by some practitioners. As organizations increasingly make efforts to build favorable image in other markets beyond product markets, such spillover effects may not just be limited to product brand building efforts supporting image building in other markets but may also be significant among one another. Further, several corporate programs may also act as energizers to build image among specific stakeholder groups and hence such inter-stakeholder group spillover effects can very well be significant.

Existence of spillover effects across markets may have implications for the firm from a strategic point of view. Poor performance of the brand in product market may lead to poor investor attitude toward brand. For instance, a blogpost suggesting delay in the launch of iPhone on Engadget based on a bogus mail had close to four billion dollars in market capitalization wiped off Apple's stock in just six minutes in 2007. Similarly, poor performance of the brand in employment market may lead to negative attitude among customers. For example, between 2003 and 2006, United Airlines went for massive reduction of staff, renegotiation of salaries and outsourcing decisions. In the American Customer Satisfaction Index Airlines Rankings 1996-2009, United's score was the lowest with largest percentage drop in the industry. Thus it is important to investigate the nature and extent of spillover across markets of a corporate brand. However, limited literature is found on whether performance of the brand in a market may spillover across to other markets and influence attitude toward a brand.

Does perceived performance of the brand in a particular market influence attitude towards the brand and in turn transaction intentions in another market? Does perception of positive performance have stronger spillover effects across market or perceived negative performance lead to stronger spillover effects? Do these spillover effects vary between pairs of markets? How do they vary? These questions are important in the background presented and the adequate answers are difficult to find in extant literature.

In this paper, a set of testable hypotheses is developed to systematically investigate such spillover effects across various markets of the corporate brand. Empirical testing using experimental approach is proposed. The implications would stress that organizations need to regularly monitor these spillover effects of corporate brand and adopt different tactics to leverage positive spillover effects and to address negative spillover effects. The paper would trigger further exploration and testing of various questions pertaining to spillover effects of attitude to corporate band.

Parichehr Riahi Pour

Ph.D. Student, University of Glasgow, UK

Evaluating the Impact of Celebrity Endorsers on Consumers' Perceptions in the Context of non-Profit Brands

Non-profit brands are increasingly embracing celebrity endorsement strategies. Some scholars argue that recruiting celebrities can enhance brand awareness and recall, expand charities' media exposure and raise donations. Notwithstanding this; there are numerous potential negative impacts concerning celebrity endorsement among which deteriorated non-profit brand image due to negative celebrity publicity, brand dilution resulted from eclipsing effect and multiple endorsements in addition to negative evaluation of celebrities' motivations can be addressed. Furthermore, the empirical literature surrounding consumers' perceptions of such practices features contrasts regarding the potential influence of celebrity goodwill ambassadors. Number of models such as celebrity attractiveness and credibility (source based factors) as well as match-up, congruency (management based factors) are proposed to determine the impacts of celebrity endorsement. However, upon counter-argumentation examples and based on evidence it can be argued that these models encapsulate neither the multidimensional reality of celebrity endorsement, nor the potential consumers' predispositions regarding celebrity endorsers' motivations. Reflecting upon the consumer empowerment literature, it is demonstrated that consumers are not passive recipients of celebrity-charity meanings; but they have an active role in extracting the meanings embodied within messages through interacting with goodwill ambassadors on social media platforms. Prior models have been highly concentrated on "*explicit*" or "*imperative*" endorsements upon which endorsers either directly state that they endorse particular brands or encourage the public to employ products or services or donate to charities. Nonetheless, celebrity endorsers merely appear with products or services in the "*co-presentational approach*". In effect, there would be only an indirect message conveyed by this endorsement technique. This less obvious, mere association between celebrity and brand is demonstrated uniquely through the presence of celebrity affiliation. In the "*implicit approach*" endorsers may use particular products or services or they contribute to an appeal. Films or movies have offered a stage for "*implicit*" endorsement in which celebrities may appear with certain products or contribute to charities in the silhouette of their characters. Due to the shrewdness of consumers concerning overt persuasion messages, there are more examples of "*implicit*" and

“co-presentational” endorsement in today’s media. This research seeks to address the potential shortcomings of the prior models and aims to contribute to the theoretical framework within the domain upon an intertwined model, conceptualized in the context of *“implicit and co-presentational”* versus *“explicit and imperative”* endorsements. The proposed model assesses the interactions between the four core constructs: consumers’ perceived celebrity goodwill ambassadors’ (i) attractiveness, (ii) credibility, (iii) motivation and (iv) congruence. The model also evaluates the overall perception’s relation with consumers’ attitude towards the non-profit brand as well as their donation intention. Interviews and questionnaires are ought to be conducted and critically analysed to further develop this research project.

Brenda Saris

Researcher/Senior Lecturer, Whitireia New Zealand, New Zealand

Humanistic Branding: The Importance of the Five Human Senses in Social Media

The five senses are said to be our windows on the world, and are the means by which material phenomena are perceived, assessed and privileged. Brand value is significantly grounded on emotions that are activated through the five human senses and successful brand strategies convey meaningful experience to the five senses to elicit and trigger buying behaviors. Customers do not buy products and services; they seek stories, engagement and meaningful experience that the product or service conveys. However, although the internet has become an omnipresent channel for branding with customers seeking high quality multi-sensory and multi-experiential brand interactions, designing for the five senses is largely forgotten when brand strategies are devised for this technological environment. This research argues that in the globalized world where the five human senses and socialization interact with social media, the challenges in sustaining brand loyalty are complex. Key elements emerge which consider emotional and subjective capabilities of the customer, which in turn may enable business to stay competitive in the shifting landscape of humanistic branding.

Rania Serhal

Ph.D. Student, Angers University, France

Gaëlle Pantin-Sohier

Angers University, France

&

Regis Dumoulin

Angers University, France

Does Innovative Packaging for the Product Category Affect Taste, Quality Perception and Purchase Intention?

Touch plays an important role in product evaluation and appreciation (Peck and Childers, 2003). It provides unique information about sensory properties (Klatzky et al., 1991) that cannot be acquired through other senses. Most of research in this area has concentrated on manipulating traditional feels for product categories but neither investigated new packaging materials for product category and their impact on product judgment. In this study we investigated the impact of two innovative packaging materials for the product category (coffee), velvet and leather like versus a traditionally used lacquered packaging in two treatments, a combined visual-tactile and visual (non-tactile) conditions. Given that some of the sensory properties for velvet and leather like materials can be evaluated differently through visual and tactile input, we expect different consumer responses with tactile and non-tactile conditions. After repeated ANOVA measures, the results revealed significant differences in mean responses on quality perception and purchase intention between the three packaging materials but not on taste. It also showed that products were evaluated more favorably in the non-tactile condition than in the tactile one, with leather and velvet demonstrating significant higher quality expectation as well as higher purchase intentions than non-innovative lacquered one. We then performed repeated ANOVA measures for each material packaging. For products with leather like packaging, results showed significant higher taste appreciation and purchase intentions in non-tactile condition whereas Velvet like presented only higher taste expectation. No significant differences were computed for the lacquered one. Thus showing a possible role of innovative material touch on product judgment. We also examined the moderating role of autotelic NFT. In non-tactile condition high autotelics showed a significant higher quality perception than low autotelics. Whereas in the tactile condition high autotelics showed a significant higher quality perception and taste appreciation than lower autotelics.

Miroslav Spacek

Associate Professor, University of Economics in Prague, Czech Republic

Efficient Innovation Management as a Key Driving Force of Company Value Creation

Efficient innovation management shall be generally considered underlying factor of sustainable company value creation. In general companies strive to facilitate and speed up innovation process so as to create company value which would satisfy both current company owners and prospective investors. There is a prevailing understanding that large companies are rather inclined to use formalized and sophisticated innovation management process as well as other powerful management tools like high quality project portfolio management. On the other hand middle and small companies are believed to take advantage of more simple and often intuitive approaches to innovation processes management. Research question to be raised in this respect is whether SMEs can easily master any of these methods and make them efficient company value drivers. The aim of this paper is to demonstrate that even SMEs can effectively apply sophisticated innovation management processes like Stage Gate Control Process (SGCP) as well as more advanced approaches to the evaluation of innovation project effectiveness like scenario approaches, Monte Carlo simulation or project post-implementation reviews. All these management methods to be preferably used in large companies were thoroughly analysed and processed into normative models to be applicable in SMEs. These models pay respect to SMEs particularities like restricted availability of experts to be exclusively dedicated to specific tasks, prioritization of flexible people with interdisciplinary skills to be able to hold down multi-purpose jobs. Moreover SMEs usually can't afford to spend excessive budget to pay for high level expert skills and qualification. As a matter of principle all the methods in question were simplified so as to be suitable to SMEs condition. Feasibility of using these approaches in SMEs was validated on the pattern of mid-size Czech pharmaceutical company. This paper demonstrates how effectively can be both SGCP and other aforementioned methods and tools adapted to conditions of middle size pharmaceutical company in Czech Republic. Eventually the way in which the adaptation of these approaches can leverage and multiply company value in consequent acquisition process is also pointed out.

Stanislav Sukhov

MSc Student, The Russian Presidential Academy, Russia

Maxim Leonov

Ph.D. Candidate, The Russian Presidential Academy, Russia

&

Tatyana Zhuravleva

Research Officer, Gaidar Institute of Economic Policy, Russia

Corruption Behaviour: Evidence of the Laboratory Experiments from Russia and France

The evidence of corruption in Russia is difficult to refute. An empirical investigation of the determinants of corruption is hampered by the lack of data. Our research refers to the new direction of laboratory corruption experiment that allows collecting the required data for the analysis. We conducted a series of experiments with students-economists in Russia and France. We contribute to the literature by modifying the standard “firm-official-citizen” game introducing the cooperation effect among citizens. This modification allows us to analyse their beliefs about the behavior of the other citizens, i.e. beliefs about the tolerance of corruption. We use non-neutral language in the experiment.

We vary our experimental design by increasing the size of damage per unit of punishment for firms and officials and by changing the deterministic punishment system to the stochastic one. We test a range of hypotheses:

- 1) In more corrupt countries there are both higher propensity to engage in corrupt behavior and a lower propensity to punish corrupt behavior;
- 2) Women have the lower incentives to engage in corrupt behavior;
- 3) More effective punishment system decreases the incentives to engage in corrupt behavior, and this effect is stronger in less corrupt countries.

We find that in Russia subjects offer and take bribes more often than in France. This result accords with other cross-country evidence. Moreover, the average level of offered bribes in Russia is also higher. The probability of offering and accepting bribe is higher for men than for women. Switching to the more effective punishment system lowers the level of corruption, especially in France. Surprisingly, we do not find that in Russia subjects punish bribery less frequently than in France. With the aid of participant’s surveys that we conducted after each series of games we identify several micro-determinants of corruption (family background, abilities) and some beliefs about

corruption in two societies. In particular, we find that in France people tend to overestimate the level of corruption.

Demos Vardiabasis

Professor, Pepperdine University, USA

&

Samuel Seaman

Professor, Pepperdine University, USA

Predicting Financial Crises Using Draw Probabilities as Leading Indicators

This paper explores the use of sequential draw probabilities for two players, banking and enterprise sectors, to predict impending financial crisis. Like business misfortunes, financial crises typically follow cyclical patterns where positive and negative movements are generated by some underlying economic mechanism. We envisage risk transfer between the financial sector and the real economy as one such mechanism. An analysis of draw probabilities calculated for differences in essential measures of fiscal risk, from the banking and enterprise sectors, reveals a curious phenomenon that may be used to assess the proximity (or remoteness), and possible intensity of financial crisis. Specifically, we provide evidence that draw probabilities comparing the competitive differences in ROE between banks and enterprises, can be helpful in gauging asymmetry of risk; where such asymmetry has, historically, preceded grim financial outcomes.

John H. Walker

Professor, Brock University, Canada

A Study of the Empirical Factors that Influence E-Commerce Adoption/Non-Adoption in Slovakian Small and Medium-Sized Businesses

In this paper, we examine the factors that may be used for differentiating between e-Commerce Adopters and non-adopters in Slovakian small and medium-sized enterprises. The factors were determined by conducting factor analysis on 230 questionnaire surveys that were collected on the premises of Small and Medium Sized Enterprises (SMEs) in Slovakia. Baseline demographic characteristics of the questionnaire takers will be presented as well as the derived factors. In addition, the suitability of conducting the factor analysis will be discussed as well as the convergent and discriminant validity of the derived factors. Furthermore, the reliability of the factors will be presented. The derived factors were Perceived Usefulness; Ease of Use; Compatibility and Organizational Readiness; Decision and Operational Aids; Managerial Productivity; and External Pressure. A logistic regression was conducted, and the results will be presented which showed that three of the aforementioned factors were significant factors for discerning e-commerce adoption. Study limitations and areas of future research will be discussed. This study helps in identifying factors that differentiate Slovakian small and medium-sized enterprises that are adopters/non-adopters of e-commerce.