2016

Business to Business Marketing: Current Developments and Future Prospects Abstracts

2nd Annual International Symposium on Business to Business Marketing: Current Developments and Future Prospects, 27-30 June 2016, Athens, Greece

Edited by Gregory T. Papanikos

THE ATHENS INSTITUTE FOR EDUCATION AND RESEARCH

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Preface

This abstract book includes all the abstracts of the papers presented at the *2nd Annual International Symposium on Business to Business Marketing: Current Developments and Future Prospects, 27-30 June 2016,* organized by the Athens Institute for Education and Research. In total there were 31 papers and 31 presenters, coming from 19 different countries (Australia, Brazil, Canada, China, Colombia, Denmark, France, Germany, India, Iran, Italy, South Africa, South Korea, Serbia, Spain, Taiwan, Turkey, UK, and Uzbekistan). The symposium was organized into 10 sessions that included areas such as Consumers and Consumer Behavior, E-Commerce, Products and Brands and other related areas. As it is the publication policy of the Institute, the papers presented in this symposium 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 symposium together.

Gregory T. Papanikos
President

FINAL SYMPOSIUM PROGRAM
2nd International Symposium on Business to Business Marketing: Current Developments and Future Prospects, 27-30 June 2016, Athens, Greece

Conference Venue: Titania Hotel, 52 Panepistimiou Street, 10678 Athens, Greece

Monday 27 June 2016
(all sessions include 10 minutes break)

08:00-08:30 Registration and Refreshments

08:30-09:00 Welcome & Opening Address (ROOM B-Mezzanine Floor)

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

09:00-11:00 Session I (ROOM A-Mezzanine Floor): Consumers and Consumer Behavior I

Chair: *Geoffrey Bick, Professor, University of Cape Town, South Africa.

1. Jaihak Chung, Professor, Sogang University, South Korea. What kind of Consumer-Generated Information is Important for Mobile App Sales? The Value of Qualitative Information to Product Success.
2. *Laure Lavorata, Professor, University of Reims Champagne Ardenne, France & Ophélie Mugel, Ph.D. Student, Université East of Paris, France. Understanding of Consumers' Representations on Food Waste.
3. *Polymeros Chrysochou, Associate Professor, Aarhus University, Denmark. Do Light Food Claims Lead to Overconsumption?
4. Juan Carlos Chica, Associate Professor and Vice Dean, Faculty of Business Administration, Universidad Nacional de Colombia, Colombia. Triangular Filters as an Option for Making Optimal Decisions using Stock MatLab and Application EIKON THOMSON REUTERS. An Analysis from Neuromarketing.
5. Anastasios Karatasios, Ph.D. Candidate, Alcala de Henares Madrid University, Spain. Systematic Review on Empirical Evidence on the Effect of Electronic Word of Mouth in Purchasing.
6. Mert Uydaci, Professor, Marmara University, Turkey, Filiz Cakir Zeytinoglu, Associate Professor, Marmara University, Turkey, Ebru Caglayan Akay, Professor, Marmara University, Turkey, Basak Degerli, Assistant Professor, Marmara University, Turkey & Nevin

Karabiyik Yerdenli, Assistant Professor, Marmara University, Turkey. Growing Concept in Retailing: Shopping Malls in İstanbul between 2004-2014.

11:00-12:00 Session II (ROOM A-Mezzanine Floor): International Economic Studies

Chair: *Laure Lavorata, Professor, University of Reims Champagne Ardenne, France.

1. Wonchan Ra, Professor, Hankuk University of Foreign Studies, South Korea & Larisa Shin, Graduate, Hankuk University of Foreign Studies, South Korea. The Determinants of the Choice between Single and Combined Modes in Entering Foreign Markets: An Empirical Study of Korean Firms in Uzbekistan.
2. Theodore Kokkoris, Visiting Professor, NMMU, South Africa and Chris Adendorff, Adjunct Professor, NMMU, South Africa, Brink Botha, Senior Lecturer, NMMU, South Africa & V. Maliti, Student, NMMU, South Africa. Causal Layered Analysis of South Africa's Inclusion of BRICS.
3. Fang Jia, Assistant Professor, Shenzhen University, China & Yao Qin, Assistant Professor, Macau University of Science and Technology, China. Gaining Institutional Capital in Uncertain Institutional Environment.

12:00-13:30 Session III (ROOM A-Mezzanine Floor): E-Commerce

Chair: *Polymeros Chrysochou, Associate Professor, Aarhus University, Denmark.

1. *Geoffrey Bick, Professor, University of Cape Town, South Africa & Jacques Theron, Graduate Researcher, University of Cape Town, South Africa. Factors that Influence the Adoption of M-Commerce in the South African Market.
2. Ming-Hsien Yang, Professor, Fu Jen Catholic University, Taiwan, Chang-Tang Chiang, Adjunct Assistant Professor, Shih Chien University, Taiwan, Chien-Hsiang Liao, Assistant Professor, Fu Jen Catholic University, Taiwan & Tian-Lih Koo, Associate Professor, Shih Chien University, Taiwan. Exploring Consumer Roles in Social Media from the Perspective of Consumer Engagement.
3. Deborah Picher Vera, Ph.D. Student, Universidad Politecnica de Cartagena, Spain, Maria-Dolores Martinez, Professor, Universidad Politecnica de Cartagena, Spain & Juan Jesus Bernal Garcia, Professor, Universidad Politecnica de Cartagena, Spain. Social Networks as a Communication, Sales and Customer Service Tool. Analysis and Effectiveness of eWOM as a Marketing Strategy.

4. Andreas Witt, Ph.D. Candidate, University of Applied Sciences Brandenburg, Germany. The User Centered Design Process for Effective Online Marketing: A Mapping Study.

13:30-14:30 Lunch

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Chair: Nicholas Mangos, Senior Lecturer, Flinders University of South Australia, Australia.

1. Alexandra Panaccio, Assistant Professor, Concordia University, Canada & Zheni Wang, Ph.D. Candidate, Concordia University, Canada. Do Servant Leaders Enhance Group Performance by Building a Climate of Trust? Examining Trust in the Supervisor and in the Organization as Mediators between Servant Leadership and Group Performance.
2. Nicholas Mangos, Senior Lecturer, Flinders University of South Australia, Australia. Environmental Sustainability of Corfu Island Hotels: Sustainable Tourism Strategies.
3. Guoxin Ma, Ph.D. Student, University of Hull, U.K. A Dualistic View of Employment in China.

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2. Ahmed Almoraish, Ph.D. Student, University of Strathclyde, U.K. Evaluation of Customer Experience in a B2B Context.
3. Marco Pierantonelli, Ph.D. Student, Universita' Politecnica Delle Marche, Italy, Andrea Perna, Assistant Professor, Universita' Politecnica Delle Marche, Italy, Luca Giraldi, Ph.D. Student, Universita' Politecnica Delle Marche, Italy & Gian Luca Gregori, Pro-

Rector, Universita' Politecnica Delle Marche, Italy. Shifting Initiatives within Business Relationships: The Case of Antrox and Nel Design. *(Symposium on Business to Business Marketing)*

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Chair: Gregory T. Papanikos, President, Athens Institute for Education and Research (ATINER) & Honorary Professor of Economics, University of Stirling, U.K.

1. Dr **William Proud**, Director of Studies, Queensland University of Technology, Australia. (MKT)
2. Dr **Graeme Lockwood**, Associate Professor, University of London, U.K. (MGT)
3. Dr **Laure Lavorata**, Professor, University of Reims Champagne Ardenne, France. (MGT)
4. Dr **Geoffrey Bick**, Professor, University of Cape Town, South Africa. (MKT)
5. Dr **Ming-Hsien Yang**, Professor, Fu Jen Catholic University, Taiwan (MGT)
6. Dr **Vesna Damnjanovic**, Associate Professor, University of Belgrade, Serbia. (MKT)
7. Dr **Karina Ribeiro Fernandes**, Professor, Universidade Nove de Julho – UNINOVE, Brazil. (MGT)
8. Dr **Shujing Cao**, Assistant to the Dean, Shanghai International Studies University, China. (MGT)

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

Tuesday 28 June 2016

08:00-11:00 Educational and Cultural Urban Walk Around Modern and Ancient Athens (Details during registration)

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Chair: Victoria Mousteri, Researcher, ATINER.

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2. *Cheol Park, Professor, Korea Univerity, South Korea, Heejung Lee Dongkuk University, South Korea, Jongkun Jun, Hankuk University of Foreign Studies, South Korea and Thaemin Lee, Chungbuk National University, South Korea. Customer Participation, Values of Co-creation, and Satisfaction in Child Care Service.
3. Seema Gupta, Assistant Professor, Indian Institute of Management Bangalore, India, Tanvi Gupta, Ph.D. Student, Indian Institute of Management Bangalore, India & Shainesh G., Professor, Indian Institute of Management Bangalore, India. Navigating from Program Loyalty to Company Loyalty.
4. Knut Laaser, Early Career Fellow, University of Stirling, U.K. "You Can't Have a Customer in your Office for 30 Minutes and Make no Sale"- The Marketization of Social Relations between Bank Workers and Customers.

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Chair: *Nicolas Papadopoulos, Chancellor's Professor, Carleton University, Canada.

1. Jorge Andres Velez, Professor, Instituto Tecnológico Metropolitano (ITM), Colombia & Ana Maria Parente-Laverde, Professor, Universidad de Medellin, Colombia. Downstream Social Marketing in the Education Sector in Colombia.
2. Vesna Damnjanovic, Associate Professor, University of Belgrade, Serbia, William Proud, Director of Studies, Queensland University of Technology, USA & Nopporn Ruangwanit, Director, IBMP Program, Thammasat University, Thailand. Percevied Benefits and Issues of Student Learning in Business Case Competition - Comparison Study of Serbia, Australia and Thailand.

14:00-15:00 Lunch

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Chair: William Proud, Director of Studies, Queensland University of Technology, USA

1. Agata Krowinska, Ph.D. Student, Edinburgh Napier University, U.K. A Study of Challenges and Opportunities of Social Media use in Brand Management: Introducing New Ten Commandments.
2. Monia Melia, Researcher, University "Magna Græcia" of Catanzaro, Italy, Angela Carida, Researcher, University "Magna Græcia" of Catanzaro, Italy, Stella Care, Ph.D. Student, University "Magna Græcia" of Catanzaro, Italy & Maria Colurcio, Associate Professor, University "Magna Græcia" of Catanzaro, Italy. Not Just New Product Development: Mapping Trends and Effects of Crowdsourcing Practices.
3. Abdolrahim Rahimi, Academic Member, Management and Accounting Faculty, Tehran South Branch - Islamic Azad University, Iran & Fatemeh Janbaz Freydouni, Researcher, Tehran South Branch - Islamic Azad University, Iran. Study the Influence of Services Quality and Brand Equity on Trust of Customers (Case Study: Refah Bank in Iran).

16:30-18:00 Session X (ROOM A-Mezzanine Floor): Special Topics

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

1. Nicole Richter, Professor, Nordakademie University of Applied Sciences, Germany, Tabea Tressin, Hamburg University of Technology, Germany, Christopher Schlaegel, Otto von Guericke University Magdeburg, Germany & David F. Midgley, Professor, INSEAD, France. The Influence of Organizational Designs on Global Sourcing Success in Different Sourcing Destinations.
2. *Graeme Lockwood, Associate Professor, King's College London, University of London, U.K. An Assessment of Employer Liability for Workplace Stress. (Tuesday June 28, 2016)
3. Karina Fernandes, Academic Coordinator, Uninove – Nine of July University, Brazil & Luciano Ferreira da Silva, Teacher and Researcher, Uninove – Nine of July University, Brazil. The Challenges of Managers in Dealıng with Paradoxes of Production and Management in the 21st Century.

21:00-22:30 Dinner (Details during registration)

Wednesday 29 June 2016
Cruise: (Details during registration)

Thursday 30 June 2016
Delphi Visit: (Details during registration)

Ahmed Almoraish
Ph.D. Student, University of Strathclyde, UK

Evaluation of Customer Experience in a B2B Context

Attention has been increased on customer experience by both scholars and marketing professionals. Business-to-Business markets have been intensified to improve efficiency and effectiveness of marketing relationships (Cannon and PPerreault 1999). The need for developing a scale to measure experience in business-to-business emerged from the importance of experience which plays a key role in the headway of relationships and therefore influences attitudes. Measuring customer experience considered the heart of service businesses.

With the emergence of the customer experience concept, much of the studies relate to Business-to-Consumers domain. Research on measuring experience in Business-to-Business context remains sparse. Within the business markets, relationships are complex and usually contain multiple contacts. The main purpose of this study is to further understand the customer experience by constructing a valid and reliable scale for the measurement of customer experience in a B2B context. Linked to that, firms should be aware to plan, develop, and manage experiences effectively for the purpose of achieving competitive advantage, firm reputation and value creation (Pine II and Gilmore, 1998; Pullman and Gross, 2004; Verhoef et al., 2009; Zomerdijk and Voss, 2010; Klaus and Maklan, 2012).

This study comprises of two phases, it follows both qualitative and quantitative method using the suggested paradigm by Churchill (1979) and other scale-developing studies (Klaus and Maklan 2012), the scale will be developed in four stages drawing the process of scale generation, initial purification, scale refinement, and scale validation.

The study contributes theoretically to advance the current knowledge by defining the construct of customer experience and improve the understanding of it in a complex B2B environment. In addition it will provide empirical evidence by validating the scale of customer experience on attitudes and behavioral intentions in business market, which has never been considered.

Geoffrey Bick
Professor, University of Cape Town, South Africa
&
Jacques Theron
Graduate Researcher, University of Cape Town, South Africa

Factors that Influence the Adoption of M-Commerce in the South African Market

Technology plays a central role in the way businesses and society functions. The next technology that will disrupt and change user behaviour is very likely to be the smartphone. As such, many view m-commerce as an extension of e-commerce and predict users will naturally migrate from the one to the other.

This is particularly in emerging markets, where the penetration of fixed line telecommunications and broad-band internet access is limited, and especially as smartphones improve and the cost of devices and data decrease. The penetration of mobile phones into the South African market is substantial: mobile networks report numbers to be in the region of 63 million active users; by 2017, South Africa will have a 47% smartphone penetration rate, which is higher than the global average. The mobile phone has become an intricate part of our daily lives and we need to understand m-commerce and how users will adopt it to appreciate its impact on society, business and the economy.

The purpose of this research is to understand the factors that influence the adoption of m-commerce, in particular factors that inhibit or enable its adoption in the South African market.

The research followed a quantitative approach. Data was collected through an online, web based survey distributed via e-mail and by approaching respondents face-to-face. Of 207 respondents, the majority were already partaking in m-commerce. Exploratory factor analysis was then used to discover hidden constructs and identify factors that influence adoption, giving a 7-factor solution.

The key findings from the analysis are that the factors that affect the adoption of m-commerce in the South African market are: perceived convenience, device enablers, trust and experience, device limitations, education and type of product purchased, device inhibitors, youth and brand preference.

Shujing Cao
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Zheng Fan
Dean, School of Business and Management, Shanghai International Studies University, China
Yan Li
Associate Professor, Shanghai International Studies University, China
Qinli Fan
Student, University of St Andrews, China
Yu Pan
Professor, Shanghai International Studies University, China
Leyun Sheng
Student, Shanghai International Studies University, China
&
Xiaodong Wang
Student, Shanghai International Studies University, China

A Conception on the Cross-cultural Big Data Platform System for Chinese Enterprises "Going Global" Strategy

Lack of fully understandings and experiences on host countries' culture and problems coping, most Chinese enterprises would face some cross-cultural issues when they are carrying out the "go global" strategy. The cross-cultural information service, which is essentially a big data with multisource, isomerism and massive quantity, is needed for these "go global" Chinese enterprises. Traditional technology can't solve these problems. And big data technology turns out to be a tool to solve them. Based on the situation, this article raises a conception on the big data cross-cultural platform system. The conception contains one mainline, two perspectives, three levels, four paths and five sub-projects and is looking forward to servicing on Chinese enterprises "go global" strategy.

Juan Carlos Chica
Associate Professor and Vice Dean, Faculty of Business Administration, Universidad Nacional de Colombia, Colombia

Triangular Filters as an Option for Making Optimal Decisions using Stock MatLab and Application EIKON THOMSON REUTERS. An Analysis from Neuromarketing

The stock technical analysis may well resemble the statistical inference, as this area of statistical knowledge determines the characteristics or properties of a relevant group information from a small sample and meaningful information. From this genesis the stock technical analysis may well be redefined as inferential technical analysis and statistics, due to search for repetitive movements with high probability of success in a vast sea of market information, the scanning or mapping determines which patterns or trading rules are high quality, in order to predict the movement of financial assets in the stock market.

This proposal has as its starting point the genetic modeling of the following trading rule, which are usually uses, and which it is the behavior of the trader from neuromarketing.

Buy simple average rule:

$$F(X)_t = SMA(X_1)_t - SMA(X_2)_t > 0$$

$$RSI(X)_t > 50$$

$$SMA(K) = \frac{1}{n}\sum_{i=0}^{n-1} S_{k-i}$$

Rule simple average sale:

$$F(X)_t = MA(X_1)_t - MA(X_2)_t < 0$$

$$RSI(X)_t < 50$$

Triangular mobile filters are based on the existence of a simple moving average (SMA) and are applied on these same. The triangular filter is a technical indicator delayed because the price will always pursuing the aim of the triangular moving filter to provide an additional weight on the middle of the data.

With the triangular filter rules change thus:

Buy triangular filter rule

$$F(X)_t = TMA(X_1)_t - TMA(X_2)_t > 0$$

$$RSI(X)_t > 50$$

$$TMA(K) = \frac{1}{n}\sum_{i=0}^{n-1} SMA(k-i)$$

Sell triangular filter rule

$$F(X)_t = TMA(X_1)_t - TMA(X_2)_t < 0$$

$$RSI(X)_t < 50$$

The previous trading rules will be modeled through genetic evolution algorithm, the information obtained will be processed by different firms the foreign exchange market or forex operate. The aim of this paper is to show its efficiency and accuracy and the ability to become a robot almost invulnerable decision.

This paper presents an analysis system construction, trading pattern or rule described above, using a combination of stock technical indicators among which are the simple moving average, or SMA, triangular or TMA filters and technical oscillator RSI, this trading rule has no scientific support when selecting the parameters for system implementation, this undoubtedly strongly influences the profitability of any trading operation so improving this system, trading pattern or rule through a mathematical model or evolutionary algorithm, allow you to find the global parameters by which the rule can be more profitable trading.

The final goal is to evaluate, from the neuromarketing, trader reactions to the decision by robots.

Polymeros Chrysochou
Associate Professor, Aarhus University, Denmark

Do Light Food Claims Lead to Overconsumption?

The introduction of light food products (e.g. low-fat; low-sugar) is a strategy put forward from companies, and public authorities, to address the raising public discourse in relation to the importance of following a healthy diet (Chrysochou 2010). It is thus of no surprise why such food products have gained significant consumer acceptance and growth rates (Krystallis and Chrysochou 2011; Sjostrom *et al.* 2014). A concern addressed in earlier literature is that light claims may decrease consumers' consumption guilt and result in overconsumption (Wansink and Chandon 2006). In other words, products with light claims may, instead of preventing they may lead to overconsumption. Nevertheless, a criticism to these studies is that they are based on experimental data and address consumers' intentions rather than actual behaviour. This paper addresses this by looking at performance of brands and in particular brands that carry light claims. Our overarching hypothesis is that brands that carry light claims are bought more frequently, showing further excess loyalty, and thus drive consumers to overconsumption.

I use panel data provided by GfK in Denmark and analyse performance of seven product categories across a series of six years (2006-2011). For each product category I calculate basic brand performance measures (i.e. market share, penetration and purchase frequency), which I further use as inputs for estimating the NBD-Dirichlet model (Ehrenberg *et al.* 2004). I use the model as a benchmark tool to assess the overall performance of brands that carry light claims, compared to those that do not carry any.

In two (milk and yoghurt) product categories, brands with light claims show an excess on purchase frequencies both at the category and brand level. In the remaining categories (soft-drinks, salad dressing,

soda, dessert cheese, margarine) no excess performance on purchase frequencies was observed. These findings show that light claims may lead to overconsumption, but this effect is not universal across all product categories. In fact, it seems to occur more on categories that are considered as relative virtue (i.e. product categories that promote health). For categories that traditionally are considered as relative vice (i.e. do not promote health), such as soft-drinks and soda, consumers seem to be restrained and follow same purchasing patterns as in the case on non-light products.

Our results have several implications. First, the backfire effect of light-claims in leading to overconsumption seems to be evident also

through behavioural data. However, it is a category specific phenomenon. Second, consumers may show excess loyal to a specific light claim but this loyalty is not driven from increased purchase frequency, but from preference toward such positioning claims. In reality such increased preference is actually desired to shift consumers' focus on healthier alternatives of food products. Finally, although more product categories should be included to safely conclude, the fact that light claims do not lead to overconsumption on relative vice categories but on virtue ones, is alarming as to how valuable are for product categories that there is no particular need to change consumers' preferences.

Jaihak Chung
Professor, Sogang University, South Korea

What kind of Consumer-Generated Information is Important for Mobile App Sales? The Value of Qualitative Information to Product Success

Online product reviews or word of mouth, as an important source for product evaluation information, is highly trusted by shoppers. Prior research shows that volume of the consumer-generated information (CGI) positively influences purchase intentions, but positive and negative valence of qualitative CGI has mixed or little impact on product sales. This paper investigates a comprehensive research on (1) how qualitative CGI can be classified in terms of functional, emotional, and image perspectives and (2) how both quantitative and qualitative CGI influences product sales directly and indirectly. Utilizing a large sized dataset of online reviews on 414 mobile games consisting of four million postings generated for thirty months, the authors conducted text analysis and word classification, drew 285 representative words to indicate functional, emotional, and image information, and combined those panel data with weekly sales data, resulting in 2,417 observations. The findings show that functional CGI includes 87 words evaluating product advantage, perceived risk, product innovativeness, price acceptability, and complexity in both positively and negatively, emotional CGI includes 32 words expressing anger, fear, shame, love, contentment, and happiness, and image CGI includes 9 words expressing beauty, coolness, cuteness, sexiness, and monotonousness. Results show that first, volume of emotional CGI has the biggest, positive effect on sales, and volume and valence of functional CGI is also positively related to sales. Second, detailed categories of functional CGI show mixed effects on sales, indicating that (1) volume of product advantage CGI is positively related but its positive valence is negatively related, (2) volume of product complexity CGI is positively related but its positive valence has no relationship, and (3) positive valence of price acceptability CGI is positively related. Third, emotional CGI (anger, contentment, happiness) has both direct and indirect effects on sales whereas image CGI has sole effects on sales (beauty has only direct effect, and coolness, sexiness, and monotonousness have moderating effects).

Vesna Damnjanovic
Associate Professor, University of Belgrade, Serbia
William Proud
Director of Studies, Queensland University of Technology, USA
&
Nopporn Ruangwanit
Director, IBMP Program, Thammasat University, Thailand

Percevied Benefits and Issues of Student Learning in Business Case Competition - Comparison Study of Serbia, Australia and Thailand

The main aims of this research paper are to identify, compare and contrast different perspectives of students from Serbia, Australia and Thailand regarding their perception of case learning method. This research study investigates the student benefits, problems and most difficult task in defining marketing strategy in business undergraduate case competitions where students from University of Belgrade, QUT and Thammas at University compete. Quantitative survey has been applied in three different countries and all respondents were students who competed at undergraduate business case competitions all around the world. The findings have identified that the main benefits for using case learning for students in all countries are: learning experience, improving managerial skills and being more attractive on the job market. Furthermore, negative aspects of the case learning have been explored. This research should provide better direction for professors and students which could help them to improve learning process with case study in marketing field.

Karina Fernandes
Academic Coordinator, Uninove – Nine of July University, Brazil
&
Luciano Ferreira da Silva
Teacher and Researcher, Uninove – Nine of July University, Brazil

The Challenges of Managers in Dealıng with Paradoxes of Production and Management in the 21st Century

This study aims to discuss the challenges of managers in dealing with the paradoxes of the 21st century. It is noteworthy that authors such as Naisbitt (1993) and Morgan (1997) highlighted that society and organizations are made up of paradoxical realities. In the production of goods and services to the paradox issue also shows present, because the evidence in the evolution of mass production for a customized production, and a higher concentration in the production of services, outlines that it is necessary to adopt new perspectives, but also resume the concepts and individualized production of the early twentieth century practices. Mechanization of production processes and implementation of new technology caused them to be adopted new perspectives for the management of organizations, including placing on the agenda of talks executive discussions regarding social and environmental responsibility (Eikhof, 2014; Lantz; Hansen, Antoni , 2015; Cairns, 2015). As the methodological procedures, this article adopts conceptual theoretical analysis procedures using a critical interpretation research as a hermeneutical exercise, through the critical review of the literature on management and production with a qualitative approach. Since this approach allowed the use of inter-subjectivity and reflection in building arguments based on criticism of theoretical and conceptual approaches developed during the construction of the thinking of the administration. How to search results, we can said that the contemporary impact in the process of management more complex, because paradoxes arise as the humanization of work in foreseeable and mechanized processes; greater empowerment of relationship, but also leads to greater control of the workforce; learn to compete and collaborate at the same time etc. These findings allow the manager to adapt to a new reality that presents itself, but it becomes a challenge. Being that those who perceive this reality, even paradoxical, will be able to explore the changes and capitalize on the limitless opportunities created for them.

Seema Gupta
Assistant Professor, Indian Institute of Management Bangalore, India
Tanvi Gupta
Ph.D. Student, Indian Institute of Management Bangalore, India
&
G. Shainesh
Professor, Indian Institute of Management Bangalore, India

Navigating from Program Loyalty to Company Loyalty

One of the emerging marketing techniques of building customer loyalty is through loyalty programs. A plethora of studies have shown that loyalty programs can have a positive impact on attitudinal loyalty or loyalty intention and behavioural loyalty (Meyer-Waarden, 2007; Noordhoff et al., 2004; Wirtz, Mattila, & Lwin, 2007). Yi & Jeon (2003) differentiate between two kinds of attitudinal loyalty based on the target of loyalty. They suggest that customers can exhibit attitudinal loyalty towards the brand (company loyalty) and loyalty towards the loyalty program (program loyalty).

Prior research has shown that company loyalty is a consequent of program loyalty (Kang, et al 2015; Kim, et al 2012; Yi & Jeon 2003). If the customer holds attitudinal loyalty towards the program, and not the brand, he may easily switch to another brand if the loyalty program is discontinued, or a competitor offers a better loyalty program. This creates a huge latent financial risk for the firm (Palmatier, Scheer, & Steenkamp, 2007). It is relatively easy to build program loyalty by giving periodic benefits to customers, but it is not very intuitive to understand *how* program loyalty translates to company loyalty. This study shows the three routes that take a consumer from program loyalty to company loyalty, namely, perceived functional value, involvement with experience and communication effectiveness.

The benefits associated with a loyalty program include functional/economic benefits; hedonic/experiential benefits; social benefits of sense of community; and personalized communication from the brand (Mimouni-Chaabane & Volle 2010). The three paths correspond to each of these benefit categories. The first path is of perceived functional value which is driven by economic benefits. The second path is the experiential path which is driven by positive experiences and special treatment given to loyalty program members. A consumer who associates high levels of benefits to his membership of the loyalty program may derive social benefits of preferential treatment and other entertainment or experiential benefits. Thirdly, the study shows that program loyalty significantly impacts perceived communication effectiveness of the brand. This can be attributed to the personalized communication and the source-credibility emanating from the sense of community built by the loyalty program membership. The communication effectiveness in turn leads to a significant impact on company loyalty due to persuasiveness and personal relevance.

We conducted structural equation modelling (SEM) to test the model and the hypotheses. Our findings strongly support all hypotheses. The first and second hypotheses state that program loyalty significantly influences perceived functional value (H1), which in turn significantly impacts loyalty intention (H2). The findings indicate that *Program Loyalty* significantly influences *Perceived Functional Value* (β=0.271, p<0.001) and *Perceived Functional Value* significantly influences *Company Loyalty* (β=0.648, p<0.001). Findings support the hypotheses (H3 and H4) that *Program Loyalty* significantly influences *Involvement with Experience* (β=0.147, p<0.001), which in turn significantly impacts *Company Loyalty* (β=0.266, p<0.001). As hypothesized (H5 and H6), *Program Loyalty* significantly influences *Communication Effectiveness* (β=0.552, p<0.001), which in turn significantly impacts *Company Loyalty* (β=0.049, p<0.01).

This study has managerial implications for marketing managers who can design and track the performance of their loyalty programs in a strategic manner to indirectly fuel company loyalty via program loyalty. From an academic perspective, this study makes a contribution to the literature on loyalty programs, customer relationship management, and communication research.

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Gaining Institutional Capital in Uncertain Institutional Environment

The concept of institutional capital is introduced as the firm's innate and acquired competences which help the firm utilize institutional opportunities, reduce institutional constraints, and hence gain legitimacy. This research explores how firms use institutional capital and adaptive capability to gain legitimacy and efficiency under different types of uncertainties. Uncertainty has long and commonly been considered a key feature of doing business in China. Market uncertainty increases difficulty of predicting future market trends while the volatility and ambiguity of institutional environment also creates uncertainty for firms. Acknowledging these uncertainties, this research proposes that Chinese firms optimize their institutional capital, integrate through adaptive capability, and respond to the uncertainties. Based on institutional theory, a theoretical framework is developed to examine uncertainty – competence – outcome relationships from a new angle. The sample of over two hundred firms located in China represents a variety of firms characterized by different types of ownership, size, industry, history and location. Results of empirical tests support the theoretical argument that institutional environment volatility increases a firm's use of institutional capital while institutional environment ambiguity decreases institutional capital and adaptive capability. Market uncertainty is found to have positive effect on institutional capital and adaptive capability. In addition, both institutional capital and adaptive capability influence performance and legitimacy positively. Theoretical practical contributions are discussed. This comprehensive analytical discussion is followed by limitations and implications.

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Systematic Review on Empirical Evidence on the Effect of Electronic Word of Mouth in Purchasing

The current study is a systematic review concern the notion of Electronic Word of Mouth (eWOM) which is the spread of information to other people about a prior, current or potential purchase throughout electronic platforms. The main focus is to gather all the prior known researches that were conducted concerning eWOM which appears to be a quite influential factor on consumers' purchase intentions. The query procedure followed all the pre-accepted features that were judged as crucial for this work. According to the search procedure the papers that would be accepted had to follow mandatory prerequisites. All the acquired papers should have empirical methodology. The initial research extracted the amount of 119 papers related in multiple ways with eWOM. After filtering the first results, 71 papers were left to become the main core of this study. The review of all the papers revealed that eWOM was examined thoroughly. The most extended search has been in the era of tourist marketing while the less occurred in Social Media. EWOM has been examined in many countries, in all continents. This shows that this little known way of communicating an opinion has become the center of many authors' attention and search.

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Causal Layered Analysis of South Africa's Inclusion of BRICS

Purpose: This article was undertaken with the purpose of investigating through the application of a critical futures technique, Causal Layered Analysis (CLA), the case for South Africa's inclusion in the BRICS alliance.

Design/Methodology/Approach: CLA was explored as a technique that allows for the creation of transformative knowledge concerning the ways in which to contextualize the reality of enabling and exploring different alternatives and outcomes. In an attempt to understand the unique features that underscore emerging economies and why emerging economies are considered the engines behind global economic growth, the member states' economies are systematically deconstructed. Analysis of key economic variables, strengths and weaknesses, CLA allows for the development of conclusive narratives regarding the legitimacy of all BRICS economies.

Findings: This article discusses the motivation for the formation of the BRICS alliance and its role in the global economy. It also demonstrates and sorts out the different views concerning dreams and aspirations. The all-inclusive nature of CLA therefore also allows for the consideration of a wide range of perspectives that seek to clarify motives behind the convergence of the BRICS economies to form an alliance.

Originally/Value: South Africa's membership was assessed using both the economic and political schools of thought. On a balance of a number of dominant views, considered valid, that either support or reject the inclusion of South Africa, this article demonstrates that whether or not South Africa belongs amongst the major emerging countries, is a problematic question. This article proposes that a pertinent question to ask is one that explores ways in which South Africa can effectively capitalize on its BRICS membership to drive its own economic growth.

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A Study of Challenges and Opportunities of Social Media use in Brand Management: Introducing New Ten Commandments

During the past 10 years social media has become an increasing important marketing tool which has influenced a fundamental change to traditional marketing communication between brands and consumers. However, despite the extensive use of social media by marketing practitioners, there is still a limited empirical research that focuses on guidelines that brands should follow when developing their social media strategies. The aim of this paper is to address this gap and further explore opportunities and challenges that social media poses and to introduce a set of ten universal guidelines that brands should follow when using social networks. Data for the study was collected through the use of multiple qualitative methods: focus groups with consumers who are actively engaged on social media sites and interviews with leading digital industry practitioners. The findings of this study offer valuable insights to brand managers who want to develop social media presence or improve an existing strategy.

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"You Can't Have a Customer in your Office for 30 Minutes and Make no Sale"- The Marketization of Social Relations between Bank Workers and Customers

Work and employment is increasingly subjected to marketization processes. Informed by thirty-nine in-depth, semi-structured interviews with Bank Workers (BWs) and Branch Managers (BMs) from UK banks, this article explores, through a novel moral economy (ME) framework, how marketized employment practices in banks impact upon BWs relations with customers. The article illustrates that marketized employment practices in banks operate via sales driven Performance Management Practices (PMPs) and market discipline that establish an economic rationality that pushes BWs to relate to customers in an instrumental manner. The article finds a stark contrast in social relations to customers between two groups of BWs. BWs who were employed before the implementation of sales and performance targets tend to mediate the pressures to relate to customers instrumentally, while BWs who were recruited under the current marketized workplace regime tend to comply and reinforce economic rationality and are enmeshed in instrumental relations with customers. Through the lens of Moral Economy the presentation illustrates how and why the material reality of marketized employment is mediated and re-shaped by different groups of BWs and the ways in which the marketized employment relationship and its social relations are suffused with economic rationality values and BWs moral dispositions. By arguing that the marketized and PMPs driven workplace regime objectifies relationships, prioritizing market needs over human needs, an ample warning is provided regarding the impact marketized employment relationships have on employees, the social relations they are embedded in and, ultimately, the society.

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Understanding of Consumers' Representations on Food Waste

Faced with dwindling resources and the challenge of climate change, companies are seeking to improve production (organic products, local products) while consuming less (elimination of outer packaging, lower volumes, etc.). In this context, the reduction of waste and in particular the fight against food wastage has become a major issue for society, and various actions have recently been taken.Research on food waste is still limited and provides little understanding of the phenomenon, though some studies show that there is often a gap between the good intentions of consumers and their actual behavior (Carrington et al. 2010; Sempels2009). While most studies address the food chain (Garrone et al., 2014) and the causes of food waste (Halloran et al., 2013), some have begun to study consumer behavior and lifestyles (Le Borgne et al., 2015; Graham-Rowe et al., 2014; Stephan et al.,2014) butthey doesn't provide an understanding of the mechanisms underlying these behaviors. Hence the present study aims to answer the following question: what representations do consumers have regarding food waste and how do these representations influence their behavior?The methodology is based on the coupling of two data collections: semi-structured interviews among 22 individuals and the associative method by questionnaire among 76 students aged between 19 and 25. Results first show the importance of the link between food waste and the people's cultural origins. The second result is that consumers use three various methods to avoid food wastage: recycling through re-use, cooking or freezing; giving food away to neighbors or friends or feeding it to one's pets; to compost leftover food. Various implications may be derived from these findings: it would therefore be worthwhile for governments to instruct children and families on the subject; Retailers could offer solutions in this respect, such as placing composters near their stores.

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An Assessment of Employer Liability for Workplace Stress

This study examined workplace stress in a random sample of litigated cases heard in the United Kingdom courts. The majority of claims related to clinical depression. The alleged causes of workplace stress most commonly cited in the litigation included: excessive workload, followed by poor management practices, organisational, economic or technical changes, aggressive management style, and bullying by co-workers. The presence of effective workplace stress management policies were important interventions that played a particularly significant role in avoiding legal action and reducing employees' detrimental experiences. A significant finding was that 94 per cent of the cases found in favour of the employer as the defendant and the implications of this for managerial practice are suggested. This analysis of seventy-five cases between 1992-2014 will shed valuable light on the nature of workplace stress claims heard in the courts and the likelihood of claimant employee's success in such cases.

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A Dualistic View of Employment in China

This paper argues for a dualistic view of Chinese employment systems, i.e., a dualism of socialist and capitalist employment systems, and discusses three pertinent implications of this view on management and organisation research in China. From a dualistic employment viewpoint, it offers crucial insights on the prolonged transitional nature of Chinese employment as well as research on Chinese nonstandard employment and an indigenous phenomenon of unequal pay for equal work, especially between workers employed by different employment systems in China. The arguments in this paper add a significant and complementary contribution to ongoing discussions of Chinese employment reform and its implications on the organisation of work and employment in China. It has important implications for future studies aiming to appropriately understand employment issues in China and/or use Chinese employment as a contextual background of research.

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Environmental Sustainability of Corfu Island Hotels: Sustainable Tourism Strategies

Investigating the sustainability practices of Hotels in the Island of Corfu, Greece fits well given the plethora of literature on research in "Tourism Sustainability of the Aegean and Mediterranean". The hotel industry is a prime target for environmental damage in the tourism sector, particularly in the areas of resource management of water and energy usage. The research study helps to determine the extent to which Hotels managers are involved in protecting the environment as a part of their tourism sustainability strategies by investigating three environmental components including, (1) resource management of water and energy policies/practices, (2) biodiversity practices and (3) environmental education. These components are derived from a Hotel Sustainable Business Model (HSBM) proposed and developed by Milhalic, Zabkar and Cvelbar, (2011). The study gathers evidence of resource based water and energy usage/conservation and biodiversity activities, together with environmental education programs by visiting a sample of hotels in Corfu Island, and interviewing their managers. The findings are based on a research survey questionnaire at the interview utilising a Likert scale to determine the attitude and level of management involvement in environmental sustainability. The questionnaire was issued to a mix of large and also small to medium sized hotels ranging from one to five star rating. Hotel manager's responses to the questionnaire were noted and analysed regarding their contribution to the three components reflecting their level of involvement in environmental sustainability.

Most of the firms within the initial sample of hotels have a diverse form of water and energy conservation policy which reflects their concerns for the environment in which they do business mostly by the sea side. Biodiversity issues such as beach and coastal conservation was of primary importance to them where in some cases they jointly created approaches for conservation and jointly applied for local Council support for their sustainability activities. Major findings from the questionnaire containing three component factors provide evidence that suggests hotel managers involvement was more pronounced on (1) sustainable resource management in the areas of water and energy usage for environmental sustainability with some relevant involvement for the impact of hotels on (2) biodiversity on the Island of Corfu and only what seems a minimum inclusion of (3) environmental educational program for employees and customers.

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Not Just New Product Development: Mapping Trends and Effects of Crowdsourcing Practices

The crowdsourcing market is growing (e.g., revenue) at an accelerated rate and is evolving in many directions by including new actors, purposes, modes and effects. While in the past, this market was dominated by large technology companies, with revenues above $1B (massolution, 2015), more recently fast moving consumer goods (FMCG) companies were recognised as the most active sector (eYeka, 2015). Late business sectors are adopting crowdsourcing to leverage and integrate creativity, ideas, expertise, money and other resources from the entire firm's network (Caridà, et al., 2015); they include fashion/apparel, retail, finance/insurance, and other industries (eYeka, 2015).

Crowdsourcing activities are increasingly spanning across various business contexts and new effects on companies marketing/branding, productivity, innovation and knowledge capture practices (Erickson, et al., 2012) are emerging, nevertheless crowdsourcing activities are episodic and not codified as routined organisational practice (Thuan et al., 2014; Khazankin et al., 2012). Furthermore, although the link between crowdsourcing practices and companies' marketing strategy is very intuitive, a focused literature review revealed that published research investigating this issue jointly is scant (Gatautis and Vitkauskaite, 2014; Djelassi and Decoopman, 2013; Whitla, 2009). Extant contributions are theoretical in nature and more focused on the technological side of crowdsourcing platform, as well as, on the customers' engagement in new product development (Piller et al., 2006; Sawhney et al., 2005). Studies which depict marketing effects of crowdsourcing missed so far. Accordingly, this work aims to trace the developing trends of crowdsourcing practices across different business sectors to put forward their effects on companies' marketing activities.

Fulfilling this aim we adopt an abductive and explorative research design characterized by an iterative process of systematic combinations and inferences between theory and the empirical contextualizations of

crowdsourcing practices that allow theory to be informed by reality.

Our findings frame crowdsourcing practices not just a way to produce content faster and cheaper. It is a strategy to get different types of resource from many actors, with an increasing impact on companies marketing activities - product/service concept and production, communication, price and sales/post sales activities - as well as, on their business models.

The study contributes to the ongoing conversation on crowdsourcing from both theoretical and practitioners views. First, it addresses the existing gap in the marketing literature, second, it moves forward the application of crowdsourcing as repeated organisational practice, and finally, it provides some important insights about the effects of extant and new crowdsourcing practices on companies' marketing activities across different business context.

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Do Servant Leaders Enhance Group Performance by Building a Climate of Trust? Examining Trust in the Supervisor and in the Organization as Mediators between Servant Leadership and Group Performance

As the business world has been plagued by multiple scandals, servant leadership theory, which proposes that the most effective leaders are those who put the needs of others ahead of their own, has gained momentum. While research suggests this leadership approach is beneficial to employees and organizations, little is known of the mechanisms through which it impacts outcomes, and few studies have examined servant leadership's relationship with job performance. Furthermore, little research has focused on the workings of servant leadership at the group level. Drawing from servant leadership theory and the target similarity model, this research examines the role played by climate of trust in the relationships between group perceptions of servant leadership and group performance, distinguishing between the supervisor and the organization as targets of trust. We collected data from 175 employees nested in 45 groups, and their "second-level" supervisors, i.e. the individuals who supervised these groups' own supervisors, in a public-sector organization. Servant leadership and trust perceptions in the supervisor and organization were obtained from employees and aggregated, while group performance was assessed by "second-level" supervisors. Analyses were conducted using multilevel path analysis with the Mplus software. Results suggest group-level perceptions of servant leadership contribute to creating a climate of trust in the supervisor, it positively related to a climate of trust in the organization. Interestingly, climate of trust in the supervisor was in turn positively associated with group performance, but group-level trust in the organization was not significantly related to group performance. This suggests servant leaders create a climate of trust in them and in the organization, and that the former is, between the two, the mechanism through which they enhance group performance. While this study has limitations, it contributes to the growing literature on servant leadership, and has important implications for practice.

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Consumer Mobility and Place Attachment: An Integrative Review

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Jongkun Jun
Hankuk University of Foreign Studies, South Korea
&
Thaemin Lee
Chungbuk National University, South Korea

Customer Participation, Values of Co-creation, and Satisfaction in Child Care Service

Customers, nowadays, keep their eyes not only on what companies are selling, but also on what companies are doing for the society where the customers are sharing their lives. With these changes of customers' point of view, companies couldn't help developing various strategies to attract customers. Thereby, retail companies are allocating great amount of budget under the name of corporate social responsibility (CSR), but the actual CSR activities do not reach the acceptable level as in the consumers' side, which inevitably lead to unsatisfied results from intended CSR purposes.

Many of previous management theses have attempted to adopt CSR issues as their main research points in various academic areas. In most of the empirical studies, however, factors of CSR motivations and CSR activities have been single-dimensional, which couldn't properly explain or examine the impact and influences of factors related to CSR motivations and activities. Hereby, this study is aiming to identify measures in reasoning motivations and activities of corporate social responsibility contributing on consumers' attitude formation, by overcoming the limitation of a single-dimensional factor research model that has been conducted in the previous studies.

Therefore, the author divided the factors of CSR motivations into value-driven motivation, stakeholder-driven motivation, egoistic-driven motivation, and strategic driven motivation, while the factors of CSR activities were divided into social welfare activities, employee welfare activities, and profitable activities. As above, four kinds of multi-dimensional motivation concept were scaled, which would reveal specific factors influencing consumers' attitude formation by mediating the CSR activities factors as mentioned above. This empirical research is not only to figure out the relationship between CSR motivations and CSR activities of retail companies, but also to figure out what would effect on customers' attitude formation; trust and loyalty.

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Social Networks as a Communication, Sales and Customer Service Tool. Analysis and Effectiveness of eWOM as a Marketing Strategy

Social media, since their inception until now, have become a powerful and significant force in consumer buying decision. Through them, the brand or product can make themselves known, but also the clients can let the brand and other users know about their buying experience. We try to analyse the use of social networks as communication sales and client service assets, the return on investment the business can obtain through the use of these social media and the importance of eWOM as marketing tool for a firm nowadays.

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Shifting Initiatives within Business Relationships: The Case of Antrox and Nel Design

This paper, through an exploratory case study, sheds light on how the business relationship between two industrial companies evolves. Within the IMP (Industrial Marketing and Purchasing Group) framework, our case shows the shifting in the goals occurred during the relationship development. This had an impact on both companies' initiatives, reactions and interdependences. Empirically, we refer to two small Italian B2B firms: Antrox, who operates in the lighting industry, and Nel Design, which is specialized in architectural decorations. Data from key informants from Antrox and Nel Design are collected by means of several semi-structured interviews.

Two years ago, the firms, after a period of reciprocal interest, were finally able to overcome the obstacles towards the formation of a business relationship. The respective presidents of the two companies know each other since a long time and the relationship was built on mutual trust. Anyhow, their first business idea resulted into a failure, with poor commercial results. Nevertheless, the intensive interactions occurred between the parties during the design, development, promotion and commercialization efforts generated strong mutual interdependences

Rather than stopping the collaboration, the firms were able to continue in a different direction, modifying the mutual goals and the strategy to achieve them. This strategy shifting had an impact on the level of commitment of both companies and modified the interdependencies established between the two firms, thus influencing the relationship development trajectories. These were unpredictable a priori: the current state of affairs is a result of intensive interactions episodes and adaptations.

Our research also clearly shows how business relationships born from pre-existing social relationships tend evolve continuously, better adapting to the external environment and regenerating more easily compared to relationships established just for economic exchange.

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The Determinants of the Choice between Single and Combined Modes in Entering Foreign Markets: An Empirical Study of Korean Firms in Uzbekistan

The choice of an appropriate entry mode is the one of the most important decisions that multinational enterprises (MNEs) have to make when they expand business activities beyond the borders of their home country.

MNEs employ one of various types of modes such as exporting, licensing and foreign direct investment when entering into foreign markets and often use unique multiple operation modes together in combination of various modes as a way of more effectively servicing foreign markets. From a business perspective, combination modes can be more a rational, reasonable response to diverse pressures and opportunities faced by companies. While entry mode choice is a critical ingredient of international entry strategies, and has been voluminously examined in the field, combined modes and the question of the choice between single and combined modes have been poorly examined in the literature.

In this paper we examined firm- and transaction- specific factors to investigate the determinants of the choice between single and combined modes by MNEs through establishing relevant hypotheses and conducting empirical analysis with a sample of 103 Korean manufacturing firms entering into Uzbekistan. We primarily focus on single modes of entry such as exporting, licensing and FDI including establishing joint ventures and wholly-owned subsidiaries, and combined modes of entry which include FDI and export mode, and FDI and licensing mode, etc.

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Study the Influence of Services Quality and Brand Equity on Trust of Customers (Case Study: Refah Bank in Iran)

The present study aimed to explain the effect of quality of services and brand equity on trust of customers (case study: Refah bank). The study method is descriptive-correlation, of path analysis. The study population is customers of Refah bank of Tehran branches, 388 participated in the study. They responded the questionnaires of quality of services and brand equity and brand trust. For data analysis, path analysis with Lisrel software is applied. The results showed that quality of services had positive and significant effect on brand equity and brand trust. The indirect effect of quality of services on brand trust via brand equity is positive and significant. The indirect effect of quality of services via brand equity and brand trust is positive and significant. The results emphasize on the role of quality of services in brand equity and brand trust.

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The Influence of Organizational Designs on Global Sourcing Success in Different Sourcing Destinations

Purchasing is one of the functions that have the potential for a doubledigit impact on firm performance when improved. As a matter of course, optimizing purchasing processes, tools, structures and strategies has come into the focus of business practice and research in the last years. Hence, we will pick up one of the major research challenges in the field and ask (i) how do organizational design choices impact global sourcing success. Studies show that the success of past global sourcing activities varies considerably between different firms – this might be due to the potential contingencies of sourcing destinations. The sourcing situations and motives differ considerably if sourcing from industrialized or developed as opposed to developing countries. Few past researches on the performance effects of global sourcing activities from different locations, such as industrialized as opposed to developing or low-cost locations, has produced conflicting results and authors find that low-cost off-shore sourcing strategies might end up as high-cost alternatives. Hence, our second research objective is to answer the question (ii) how the organizational structure and performance relationships are contingent on different sourcing destinations. Research done so far often lacks strong theoretical and systematic insights on the intricacies of purchasing success and does not make enough use of advanced empirical methods. We apply a structural equation modeling technique to better research into the intricacies of higher or lower purchasing performance owing to different organizational design choices. We build our model on the resource-based view and on transaction cost economics and make use of survey data of purchasers engaging in international sourcing activities from different sourcing destinations. We find four important drivers of purchasing performance, namely specialization, configuration, standardization and centralization. The importance of these drivers is contingent on the sourcing environments, namely on the characteristics attributed to high cost and low cost countries.

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Growing Concept in Retailing: Shopping Malls in İstanbul between 2004-2014

This paper, through an exploratory case study, sheds light on how the business relationship between two industrial companies evolves. Within the IMP (Industrial Marketing and Purchasing Group) framework, our case shows the shifting in the goals occurred during the relationship development. This had an impact on both companies' initiatives, reactions and interdependences. Empirically, we refer to two small Italian B2B firms: Antrox, who operates in the lighting industry, and Nel Design, which is specialized in architectural decorations. Data from key informants from Antrox and Nel Design are collected by means of several semi-structured interviews.

Two years ago, the firms, after a period of reciprocal interest, were finally able to overcome the obstacles towards the formation of a business relationship. The respective presidents of the two companies know each other since a long time and the relationship was built on mutual trust. Anyhow, their first business idea resulted into a failure, with poor commercial results. Nevertheless, the intensive interactions occurred between the parties during the design, development, promotion and commercialization efforts generated strong mutual interdependences

Rather than stopping the collaboration, the firms were able to continue in a different direction, modifying the mutual goals and the strategy to achieve them. This strategy shifting had an impact on the level of commitment of both companies and modified the interdependencies established between the two firms, thus influencing the relationship development trajectories. These were unpredictable a priori: the current state of affairs is a result of intensive interactions episodes and adaptations.

Our research also clearly shows how business relationships born from pre-existing social relationships tend evolve continuously, better adapting to the external environment and regenerating more easily compared to relationships established just for economic exchange.

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Downstream Social Marketing in the Education Sector in Colombia

Between 1991 and 2010 Colombia has lost around 4% of their GDP due to corruption in the public and private sector (DINERO, 2013), these behaviours have infiltrated the general society, according to Transparency International (2013) 24% of Colombian citizens paid any type of bribery in 2010.

The education sector has been affected by this issue; scandals regarding purchase of grades, falsification of sufficiency foreign language tests results, and a black market of purchase and sells of papers and tests, are just some of the cases that concern local universities. Due to this situation EAFIT University launched in 2010 the initiative "*Atreverse a Pensar*", this project defines these type of behaviors as a manifestation of the current society and a deficiency in the value system, rather than an individual election or conduct; that´s why this campaign aims to promote a change on the values of the students in order to improve the ethical conduct (Universidad EAFIT, 2015)

In that order of ideas, the University designed a downstream social marketing strategy looking for a behavioral change that has been applied for the last 5 years. Social Marketing (SM) takes advantage of traditional marketing concepts and techniques, applying them in social campaigns (McDermott, Stead, & Hastings, 2005), that look to influence a beneficial behaviour. It´s wildly accepted that the main objective of this type of marketing is not promoting social ideas but influencing behavior (Andreasen, 2014). The social marketing field develops three approaches, downstream, midstream and upstream. The first approach uses marketing tools to influence the cognitive process of individuals aiming a behavioural change (Hoek & Jones, 2011). In this case, consumers are considered the only responsible for their consumptions decisions, that´s why all the activities of this Social Marketing approach focus on giving information and resources mainly to the end users (Cherrier & Gurrieri, 2014).

The second approach focuses on helping people deal with situations that represent a threats for their immediate social group such as family or community (Lagarde, 2014). Finally, the third approach, does not target people directly but the actors that shape the context of those individuals, such as governments, communication media, educators, organizations and interest groups (Gordon, 2013).

This research aims to analyse the case of the program "*Atreverse a Pensar*" as a downstream social marketing initiative in the education sector in Colombia. The study will follow the case study methodology, that Yin (2003) defines as the study of a phenomenon in a natural context, in which the variables or elements of interest are analyzed in order to contrast it with the theory, based on the context of the situation, in this case, the "*Atreverse a Pensar*" program. The information will be collected using in depth interviews to the directors and creators of the Project and to the students and professors targeted in the last years. Finally, a data content analysis technique will be used to analyse the information obtained.

At the end of this research it is expected (1) to have a deeper understanding on social marketing and its potential effect on the behaviour of universities stakeholders and (2) recognize how the three approaches can be mixed in order to improve the impact of the SM initiatives.

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The User Centered Design Process for Effective Online Marketing: A Mapping Study

The commercial use of the Internet has decisively influenced the environment where Human Computer Interaction (HCI) takes place. Web interfaces are integrated in overall customer life cycle, and are designed for a huge and diversified set of potential users. With the aim of understanding customer interaction needs and improving the methods of requirements elicitation in the Online Marketing context, a mapping study between the concepts of Usability Engineering (UE) and Online Marketing was made. The results indicate that HCI - especially UE - and Online Marketing have strong complementarities. The main goal of this paper is to show how to use the User Centered Design (UCD) process for consistent and efficient online marketing strategies independent of the company's individual marketing mix. To do so, a literature survey will discover whether marketing techniques and Human Computer Interaction concepts already co-exist in the existing literature. Another part is a mapping study between the concepts of Online Marketing and HCI, especially Usability Engineering while understanding (a) planning online marketing strategies and (b) implementing online marketing strategies as a User Centered Design process. First, we obtained a common understanding of the two fields UE and Online Marketing. Afterwards, we presented the UCD process and discussed existing marketing models and its limitation in the Online Marketing context. Furthermore, we examine the aspects of planning and implementing online marketing strategies and joining them with UCD providing our RACE matrix. As a result, the UCD framework is ideally suited to plan online marketing strategies, as well as implementing online marketing instruments like search engine marketing, social media marketing, email marketing and other instruments. The UCD framework also offers tools and methods to evaluate online marketing strategies and the performance of online marketing instruments in consideration of the buying decision process. Therefore, the technical marketing management and marketing professionals can use the UCD framework and our RACE matrix as tool kit implementing several marketing instruments like search engine marketing and social media marketing or whole (data driven) marketing strategies while understanding the customers and consumers as users of products or services matching their requirements. Every online marketing instrument should be

understood as software trying to initiate and close the buying decision process. The effectiveness of these instruments depends on understanding the customer/consumer on the one hand and matching the user requirements on the other hand.

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Exploring Consumer Roles in Social Media from the Perspective of Consumer Engagement

Social media are ideal platform for enterprises to collect data of consumer behavior and can be used to develop good consumer relationship. Understanding consumer roles in social media is helpful to reveal online user behavior patterns and formulate effective marketing strategies in online brand communities. This study aimed to explore the customer roles by means of analyzing the consumer behavior data in social media. After reviewing the related literature, this study addressed this topic using cognitive, affective, and behavioral dimensions of consumer engagement and developed an initial framework of twelve constructs for consumer roles in social media, including four types of roles for each of the three dimensions. Using the proposed framework, this study then took a two-stage procedure to identify the customer roles in social media. The first stage analyzed the consumer behavior footmark in social media by using content analysis and the second stage employed cluster analysis to group similar behavior patterns into types of consumer role. This study collected 532,344 records of consumer behavior data from the social-media-based online brand communities of seven leading global brands in Taiwan and used the initial framework as a coding scheme to classify the data into appropriate types of consumer role. The result of cluster analysis on the encoding dataset of content analysis yielded four clusters of consumer role and a further test of analysis of variance (ANOVA) confirmed that the four types of consumer roles are significantly different in their cognitive, affective, and behavior dimensions of engagement. The four clusters of consumer role were named as partners (5.7%), promoters (3.8%), prospectors (35.7%), and participators (54.8%) respectively based on the level of cognitive, affective, and behavior engagement with their on-line communities. While the partners are willing to provide opinions or suggestions and the promotors will deliver positive word of mouth (WOM) to their friends, the prospectors and participators tend to be social oriented. The

exploratory study findings can not only help enterprises manage consumer relationship in social-media based on-line community but also serve as a basis for further research.