THE ATHENS INSTITUTE FOR EDUCATION AND RESEARCH

Abstract Book:

15th Annual International Conference on **Marketing**

26-29 June 2017, Athens, Greece

Edited by

Gregory T. Papanikos

2017

Abstracts
15th Annual International Conference on Marketing
26-29 June 2017, Athens, Greece

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Preface

This book includes the abstracts of all the papers presented at the *15th Annual International Conference on Marketing, 26-29 June 2017*, organized by the Athens Institute for Education and Research (ATINER). In total 46 papers were submitted by over 50 presenters, coming from 19 different countries (Australia, Brazil, Canada, China, Colombia, France, Hong Kong, India, Iran, Israel, Italy, the Netherlands, Oman, Serbia, South Africa, South Korea, Taiwan, UK and USA). The conference was organized into 14 sessions that included a variety of topic areas such as branding and service, communications, strategy and more. A full conference program can be found beginning on the next page. In accordance with ATINER's Publication Policy, the papers presented during this conference will be considered for inclusion in one of ATINER's many publications.

The purpose of this abstract book is to provide members of ATINER and other academics around the world with a resource through which to discover colleagues and additional research relevant to their own work. This purpose is in congruence with the overall mission of the institute. ATINER 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 to exchange ideas on their research and consider the future developments of their fields of study.

It is our hope that through ATINER's conferences and publications, Athens will become a place where academics and researchers from all over the world regularly meet to discuss the developments of their discipline and present their work. Since 1995, ATINER has organized more than 400 international conferences and has published nearly 200 books. Academically, the institute is organized into seven research divisions and 37 research units. Each research unit organizes at least one annual conference and undertakes various small and large research projects.

For each of these events, the involvement of multiple parties is crucial. I would like to thank all the participants, the members of the organizing and academic committees, and most importantly the administration staff of ATINER for putting this conference and its subsequent publications together.

Gregory T. Papanikos
President

15th Annual International Conference on Marketing
26-29 June 2017, Athens, Greece
Organizing and Academic Committee

All ATINER's conferences are organized by the Academic Committee (https://www.atiner.gr/academic-committee) of the association.

This conference has been organized with the additional assistance of the following academics, who contributed by chairing the conference sessions and/or by reviewing the submitted abstracts and papers:

1. Gregory T. Papanikos, President, ATINER.
2. Sharon Claire Bolton, Head, Management Research Unit, ATINER & Dean, The Management School, University of Stirling, Scotland.
3. Cleopatra Veloutsou, Head, Marketing Research Unit, ATINER & Senior Lecturer in Marketing, University of Glasgow.
4. William Proud, Director of Studies, Queensland University of Technology, Australia.
5. Taho Yang, Professor, National Cheng Kung University, Taiwan.
6. Regina Pefanis Schlee, Professor, Seattle Pacific University, USA.
7. Lidewey E.C. van der Sluis, Professor, Nyenrode Business University, The Netherlands.
8. Juan Carlos Chica Mesa, Professor, National University of Colombia, Colombia.
9. Sourav Ray, Associate Professor, McMaster University, Canada.
10. Goce Andrevski, Associate Professor, Queen's University, Canada.
11. Chhabi Sinha, Head of Marketing Department, Management Institute for Leadership and Excellence, India.
12. Catherine J Ashworth, Senior Lecturer, Manchester Metropolitan University, UK.
13. Abraham Brown, Lecturer, Nottingham Trent University, UK.
14. Arthur Pantelides, Founder & Chief Consultant, Nexkor Systems Engineering, LLC, USA.
15. Vassilis Skianis, Research Fellow, ATINER.
16. Olga Gkounta, Researcher, ATINER.
17. Hannah Howard, Research Assistant, ATINER.

FINAL CONFERENCE PROGRAM
15th Annual International Conference on Marketing,
26-29 June 2017, Athens, Greece
PROGRAM
Conference Venue: Titania Hotel, 52 Panepistimiou Avenue, Athens, Greece
C O N F E R E N C E P R O G R A M

Monday 26 June 2017

08:00-09:00 Registration and Refreshments

09:00-09:30 (Room C-10th Floor) Welcome and Opening Address

Gregory T. Papanikos, President, ATINER.

09:30-11:00 Session I (Room C-10th Floor): Strategy and Innovation

Chair: Vassilis Skianis, Research Fellow, ATINER.

1. Chhabi Sinha, Head of Marketing Department, Management Institute for Leadership and Excellence, India. Startups in India: How well have they Started?
2. David Atkinson, Lecturer, Manchester Metropolitan University, UK. The Skills Strategic Marketers will Need in the Era of Change.
3. Sanjay Sisodiya, Associate Professor, University of Idaho, USA. Knowledge Spillovers and Research Communities: An Open Innovation Perspective on Leveraging External Knowledge by Innovating Firms.
4. Leyun Sheng, Graduate Student, Shanghai International Studies University, China, Zheng Fan, Dean, Shanghai International Studies University, China, Peihua Fan, Lecturer, Shanghai International Studies University, China & Qingli Fan, Undergraduate Student, College of Williams and Mary, USA. A Model of Cultural Factors in China "Going Global" Process - An Exploratory Study Based on Grounded Theory.

11:00-12:30 Session II (Room C-10th Floor): Consumer Buying Behaviour, Trust and Health Concerns

Chair: William Proud, Director of Studies, Queensland University of Technology, Australia.

1. Abraham Brown, Lecturer, Nottingham Trent University, UK & Seamus Allison, Nottingham Trent University, UK. Marketing a Healthier Choice: Exploring Young People's Perception of e-Cigarettes.
2. Andrew Gilmore, Lecturer, La Trobe University, Australia, Mei-Tai Chu, Senior Lecturer, La Trobe University, Australia, Clare D'Souza, Associate Professor, La Trobe University, Australia & Qiaoling Wu, Associate Professor, Peking University, China. The Influence of Trust on Chinese Food Import Purchase Intentions.
3. Kaidong Yu, PhD Student, University of Glasgow, UK. Consumer Stress and Emotions in Chronic Problematic Food Situation.

11:00-12:30 Session III (Room D-10th Floor): Management, Managers and Teams

Chair: Arthur Pantelides, Founder & Chief Consultant, Nexkor Systems Engineering, LLC, USA.

1. Peter Daly, Professor, EDHEC Business School, France. The Reflexive Manager under Construction.
2. Lidewey E.C. van der Sluis, Professor, Nyenrode Business University, The Netherlands. Corporate Talent Selection: Finding Talents that Fit and Flourish in the Organization.
3. Aarti Saini, Assistant Professor, University of Delhi, India & Ruchi Gupta, Assistant Professor, University of Delhi, India. Role of Social Media in Managing Organisation Crisis - A Case Study of Nestle Maggi in India.
4. Tas Yong Koh, Lecturer, The University of Hong Kong, Hong Kong. How Do Project Team Relational Quality and Integration Affect Project Performance?
5. Atif Sarwar, Postdoctoral Research Fellow, Anglia Ruskin University, UK. Using Institutional Logics to understand the complexities of Inter-professional Teamwork when delivering Integrated Care in the UK.

12:30-14:00 Session IV (Room C-10th Floor): Digital Marketing	12:30-14:00 Session V (Room D-10th Floor): Competition and Development
Chair: Chhabi Sinha, Head of Marketing Department, Management Institute for Leadership and Excellence, India.	**Chair:** Lidewey E.C. van der Sluis, Professor, Nyenrode Business University, The Netherlands.
1. Catherine J Ashworth, Senior Lecturer, Manchester Metropolitan University, UK. E-Retail - Relationship Building, Social Media & The Small Firm. 2. Chiara Ancillai, PhD Student, Università Politecnica delle Marche, Italy & Federica Pascucci, Assistant Professor, Università Politecnica delle Marche, Italy. How Web-Based Technologies Enable the Innovation of Traditional Businesses? Investigating the Role of e-Commerce and Product Customization Strategies in the Italian Fashion Industry. 3. Abdolrahim Rahimi, Academic Member of the Management and Accounting Faculty, Islamic Azad University, Tehran South Branch, Iran. The Effect of Internet Marketing on Export Development in Food Companies. 4. Aleksandra Bavdaz, Researcher, University of Glasgow, UK. Past and Recent Conceptualisations of Sociomateriality and Its Features: Review.	1. Goce Andrevski, Associate Professor, Queen's University, Canada, Walter J. Ferrier, University of Kentucky, USA & Tomi Nokelainen, Berggren Group, Finland. Competitive Forbearance: The Benefits of Purposefully not Acting. 2. Sakina Boulal, Trainer / Lecturer, Oman Tourism College, Oman. The Impact of the Terrorism on the Economic Sustainable Tourism Development of Crete Island.

14:00-15:00 Lunch

15:00-16:30 Session VI (Room C-10th Floor): Branding and Service
Chair: Catherine J Ashworth, Senior Lecturer, Manchester Metropolitan University, UK.
1. William Proud, Director of Studies, Queensland University of Technology, Australia, Vesna Damnjanovic, Associate Professor, University of Belgrade, Belgrade & Milos Milosavljevic, Professor, University of Belgrade, Belgrade. Developing Positive Brand Image of Talents: Mentor Perspective from International Case Competition. 2. Shubhangi Salokhe, Professor, Symbiosis Institute of International Business, India. Branding of Agricultural Commodities / Products for Adding Value. 3. Nha Nguyen, Professor, Université de Moncton, Canada & Gaston LeBlanc, Professor, Université de Moncton, Canada. The Combined Effects of Service Offering and Service Employees on the Perceived Corporate Reputation.

16:30-18:00 Session VII (Room C-10th Floor): Marketing Communications
Chair: Abraham Brown, Lecturer, Nottingham Trent University, UK.
1. Radmila Janicic, Professor, University of Belgrade, Serbia. Alithia Marketing Promotion. 2. Malika Chaudhuri, Assistant Professor, University of Dayton, USA. Analyzing the Effectiveness of Marketing Communications to Ensure Diffusion of Prescription Drugs and Enhancing Customer Responsiveness across Product Life Cycle (PLC).
21:00-23:00 The Pragmatic Symposium of the Conference as Organized in Ancient Athens with Dialogues, Food, Wine, Music and Dancing but fine tuned to Synchronous Ethics **Tuesday 27 June 2017**
07:30-10:30 Session VIII (Room C): An Educational Urban Walk in Modern and Ancient Athens
Chair: Gregory Katsas, Vice President of Academic Affairs, ATINER & Associate Professor, The American College of Greece-Deree College, Greece.
Group Discussion on Ancient and Modern Athens. Visit to the Most Important Historical and Cultural Monuments of the City (be prepared to walk and talk as in the ancient peripatetic school of Aristotle)

11:00-12:30 Session IX (Room C-10th Floor): Product and Labelling	11:00-12:30 Session X (Room D-10th Floor): Management Issues
Chair: Cleopatra Veloutsou, Head, Marketing Research Unit, ATINER & Senior Lecturer in Marketing, University of Glasgow.	**Chair:** Goce Andrevski, Associate Professor, Queen's University, Canada.
1. Kemal Buyukkurt, Professor, John Molson School of Business, Concordia University, Canada & Cathy Kittson, Data Warehouse Developer, UBISOFT, Canada. Product Involvement and Overall Affective Evaluations of Products in Understanding the Effects of Anticipatory Emotions on Choice. 2. Jose Sarto Freire Castelo, Professor, University of Fortaleza, Brazil & Jose Ednilson de Oliveira Cabral, Professor, University of Fortaleza, Brazil. The Quality of Clothing in Perception of Consumers in a Social Network by Gender. 3. Sourav Ray, Associate Professor, McMaster University, Canada, Li Wang, McMaster University, Canada, Daniel Levy, Bar-Ilan University, Israel & Mark E. Bergen, University of Minnesota, USA. The Impact of Electronic Shelf Labels (ESL) on Retail Prices and Pricing. 4. Chris Adendorff, Adjunct Professor, Nelson Mandela Metropolitan University, South Africa & Miemie Struwig, Professor, Nelson Mandela Metropolitan University, South Africa. Consumers' Perception of Eco-Labels in South Africa.	1. Arthur Pantelides, Founder & Chief Consultant, Nexkor Systems Engineering, LLC, USA & Omari Lomiashvili, American University in Bulgaria, Bulgaria. A Practical Integrated Model Approach to the Complexity of Strategic Alignment. 2. William Wagner, Associate Professor, Villanova University, USA. The Wisdom of Crowds: A Longitudinal Study of Multi-Expert vs. Single Expert Systems. 3. Monte Wynder, Associate Professor, University of the Sunshine Coast, Australia. The Effect of Proximity on the Ethical Evaluation of Environmental Performance. 4. Maria Stoletova, Instructor, University of Calgary, Canada. Improving Supply Chain Management with TRIZ. 5. Suha Omar, Senior Lecturer, De Montfort University, UK. Examining Customer Engagement in the context of Higher Education: Validation of a Multidimensional Measurement Scale.
12:30-14:00 Session XI (Room C-10th Floor): Sales and Selling	**12:30-14:00 Session XII (Room D-10th Floor): Neuromarketing and Game Theory, the Real Economic Behaviour**
Chair: Sourav Ray, Associate Professor, McMaster University, Canada.	**Chair:** Juan Carlos Chica Mesa, Professor, Universidad Nacional de Colombia, Colombia.
1. Junseop Lee, Research Fellow, Yonsei University, South Korea & Youngchan Kim, Professor, Yonsei University, South Korea. How Sales Force Control Systems Translate into Sales Performance: The Role of Selling Orientation and Customer Orientation. 2. Lorenzo Nardi, PhD Student, Polytechnic University of Marche, Italy, Gian Luca Gregori, Professor, Polytechnic University of Marche, Italy, Luca Marinelli, Professor, Polytechnic University of Marche, Italy & Daniele Scattolini, Polytechnic University of Marche, Italy. Trade Marketing, Ict and Loyalty: Which Possible Interaction between Food Industry and Retailers. 3. Taho Yang, Professor, National Cheng Kung University, Taiwan, Peng-Sen Wang, Assistant Professor, Southern Taiwan University of Science and Technology, Taiwan & Liang-Chiuan Yu, Graduate Student, National Cheng Kung University, Taiwan. An e-Kanban System for Sales-Production Integration-case of Semiconductor Wafer Ingot Pulling Manufacturing.	1. Juan Carlos Chica Mesa, Professor, Universidad Nacional de Colombia, Colombia, Joaquin Urrea Arbelaez, Associate Professor, Universidad Nacional de Colombia, Colombia & Juan Manuel Castaño Molano, Associate Professor, Universidad Nacional de Colombia, Colombia. Neuromarketing for Investment Decisions: Investment Decision Making Supported by Neuromarketing. 2. Laura Patricia Giraldo Velez, Professor, National University of Colombia, Colombia. Game Theory Analysis Using Mind Wave a Neuromarketing Tool. 3. Jose Luis Giraldo Florez, Student, National University of Colombia, Colombia & Jose Hernan Parra Sanchez, Associate Professor, National University of Colombia, Colombia. Neuromarketing Analysis with Biofeedback Technique under the Game Theory Model. 4. Diana L. Medina Nieto, Student, National University of Colombia, Colombia. Game Theory Analysis based on Biofeedback a Neuromarketing Technique. 5. Mateo Pachon Gonzalez, Student, National University of Colombia, Colombia.

	Neuromarketing Analysis under the Game Theory model Using MindWave.

14:00-15:00 Lunch

15:00-16:30 Session XIII (Room C-10th Floor): Buyer Behaviour

Chair: Taho Yang, Professor, National Cheng Kung University, Taiwan.

1. Simona Stan, Associate Professor, University of Montana, USA. A Comparative Study of USA vs. Romanian Consumers' Marketer-Motivating Behaviors.
2. Regina Pefanis Schlee, Professor, Seattle Pacific University, USA. How Does the Passage of Time and Occurrence of Events Affect Animosity Towards a Country?
3. Hanna Gendel Guterman, Senior Lecturer, Ariel University, Israel. A Case of Delayed Payment: Do Consumers Behave According to Economic Guidelines?
4. Danielle Lecointre-Erickson, PhD Student, GRANEM – University of Angers, France, Bruno Daucé, Associate Professor, GRANEM – University of Angers, France & Patrick Legohérel, Associate Professor, GRANEM – University of Angers, France. The Influence of Interactive Storefront Technology on Affective Responses and Behavioral Intentions.

16:30-18:00 Session XIV (Room C-10th Floor): Special Topics

Chair: Regina Pefanis Schlee, Professor, Seattle Pacific University, USA.

1. Jaihak Chung, Professor, Sogang University, South Korea. Naming Strategies as a Tool for Communication.
2. Leila Damak, Professor, Université de Bretagne Sud, France. Visual Aesthetics of the Homepage of Web Sites of Brittany Islands: An Exploratory Study on the Impact on the Intention to Visit.

18:00-18:20 Closing Remarks

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

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

Wednesday 28 June 2017
Educational Island Tour or Mycenae and Epidaurus Visit

Thursday 29 June 2017
Delphi Visit

Chris Adendorff
Adjunct Professor, Nelson Mandela Metropolitan University, South Africa
&
Miemie Struwig
Professor, Nelson Mandela Metropolitan University, South Africa

Consumers' Perception of Eco-Labels in South Africa

This study explores South African consumers' perceptions of eco-labels on products. Over the past 20 years, eco-labels have been one of the most widely used voluntary instruments to indicate eco-friendly products. Eco-labels further help to foster and develop consumer awareness of their impact on the environment. Eco-labelling plays an important part in the consumer decision making process because consumers are presented with the knowledge of products being environmentally friendly. Labels on products are powerful marketing tools that act as essential communication conveyers between businesses, public authorities and consumers. Environmental labels convey to consumers a sense of environmental consideration on the part of the manufacturer. Although past research has shown consumers easily adopt eco-labels and actively care about the environment, not much research has been done in the South African context.

A quantitative study was employed to empirically investigate a sample of 120 respondents who completed a self-administered, structured questionnaire. The results showed that most respondents recognised the European Union energy label. Concerning eco-labels on deodorants, most respondents recognised the Ozone Friendly eco-label whereas the ALU aluminium recycling eco-label was recognised by the least respondents. Statistical significant relationships were only found in gender of the respondents and their environmental awareness and their purchasing decisions. Sufficient evidence was found that consumers are generally aware of the environmental impact of products, but are not concerned to the extent that it will be an important factor when it comes to their purchasing decisions. Consumers, however, often struggle to identify environmentally friendly goods and are also unable to verify the environmental claims made by these goods. As this was an exploratory study the results indeed assisted in identifying areas for future research.

Chiara Ancillai
PhD Student, Università Politecnica delle Marche, Italy
&
Federica Pascucci
Assistant Professor, Università Politecnica delle Marche, Italy

How Web-Based Technologies Enable the Innovation of Traditional Businesses? Investigating the Role of e-Commerce and Product Customization Strategies in the Italian Fashion Industry

Nowadays, firms are facing a turbulent market situation in which the logic of mass production seems to be overtaken. After the mass market fragmentation, the heterogeneity of consumption, the individualization of demand and ever shorter product lifecycles have started to characterize the business environment. Consumers have become more and more conscious and demanding in expressing their needs and desires. Thus, in an ever highly competitive and segmented market, at a time when Internet is rapidly creating price transparency and it is easier to make comparison, customization represents a possible strategy to differentiate products and services from those of the competition (Bain & Company, 2013).

As the rise of new technologies allowed to become more flexible in the production processes as well as to gather new customer data and information, the trend toward customization has intensified. Moreover, within the world of product personalization, the strategy of mass-customization drew the attention of some firms "to provide customized products or services through flexible processes in high volumes and at reasonably low costs" (Da Silveira et al., 2001, p. 1).

More recently, the development of web-based technologies has provided a new channel through which support products personalization better than ever for both mass and pure customization (Park et al., 2013). The use of e-commerce appears to be pivotal in providing a convenient and fast way for customers to order their customized products (Ying and Peng, 2010) and in allowing firms to be more flexible, efficient and responsive (Helms et al., 2008).

Although it might be that the e-customization processes require a deep knowledge about the product and familiarity with the Internet, customers are increasingly interested in e-customized products (Park et al., 2013). A survey of more than 1,000 online shoppers finds that 25% to 30% are interested in trying customization online, but more importantly those who had customized a product online showed more engagement with the company and the brand, by visiting the website, staying a longer time on the page and being more loyal (Bain & Company, 2013).

The literature on product customization and mass-customization has progressively increased in the past years, however the shift of customization from a promising strategy towards a real form of production in various industry open up new opportunities for research (Fogliatto et al., 2012).

This article aims at adopting the perspective of management and marketing disciplines to investigate, through the use of a qualitative methodology, how e-commerce supports the implementation of new business models founded on a product customization strategy to innovate a traditional industry as the fashion one.

Goce Andrevski
Associate Professor, Queen's University, Canada
Walter J. Ferrier
University of Kentucky, USA
&
Tomi Nokelainen
Berggren Group, Finland

Competitive Forbearance: The Benefits of Purposefully not Acting

Competitive dynamics research has primarily studied how firms' observable competitive actions influence performance. Researchers examined antecedents and outcomes of attacks and counterattacks among business rivals by empirically studying executed competitive moves that were reported in the media (Chen & Miller, 2012; Smith et al., 2001). However, by focusing on the observable competitive activity, competitive dynamics research has paid little attention to addressing an equally important question: why do firms *forbear* from attacking or counterattacking rivals? We take initial steps toward developing a theoretical framework for studying competitive forbearance - a purposeful decision *not* to carry out a considered and available competitive move with the intent to improve a firm's competitive position. We explore two research questions: (1) Why do managers forbear? and (2) How does competitive forbearance influence organizational performance?

Our study makes four contributions to competitive dynamics research. First, we introduce competitive forbearance as a type of competitive action that is critical for explaining competitive behavior and organizational performance. Second, we identify expectancy violation as the key theoretical mechanism through which competitive forbearance influences performance. Various stakeholders form expectations about how managers should or would act, so by contradicting the expectations, competitive forbearance increases the uncertainty and unpredictability of competitive behavior. Third, we make a pioneering effort for empirically studying managers' strategic intent that drives actions. By focusing on the strategic intent, we find that competitive forbearance expands the range of competitive maneuvers used for outperforming rivals. Finally, we observed that managers do not use forbearance equally.

Our post hoc analysis showed that competitive forbearance was less likely to occur under competitive pressure, but managerial accomplishments and self-confidence increased the likelihood of forbearance. We merged qualitative and quantitative data to study competitive forbearance in a basketball coaching setting. We conducted 30 interviews with 9 basketball coaches during 15 official basketball games.

Catherine J Ashworth
Senior Lecturer, Manchester Metropolitan University, UK

E-Retail - Relationship Building, Social Media & The Small Firm

Social media empowers consumers to be active online participants and, potentially, positively reinforces network effects. However, few small/medium-sized organisations (SMEs) in general, and small retailers in particular, have adopted successful social media strategies to effectively build customer relationships online (Jones et al., 2015) leading to an absence of positive impacts for the firm. Overall, there is a sustained lack of academic understanding of this phenomenon from the enterprise perspective (Hopkins, 2012; Tsimonis & Dimitriadis, 2014). Research into small business use of the internet, and specifically social media, remains in an embryonic state and in-depth research in particular is now required in this area (Schultz & Peltier 2013). This study thus explores the relationship building process for online SMEs employing social media in the UK retail fashion industry. A qualitative case methodology (Urquhart & Vaast, 2012) using in-depth interviews reflects an ontological and epistemological perspective of a socially constructed reality. Rich data is examined via thematic analysis and understanding built via data saturation (King, 1998).

Findings demonstrate there are considerable perceived and tangible advantages to be gained by firms implementing an effective social media strategy. Expressly, a relationship generation process built on four key aspects results in seven positive impacts for the business. Moreover, effective social media strategy is perceived to increase enterprise survival capacity and boost online competitiveness in an increasingly aggressive retail climate. Overall, the relationship generation process identified in this paper offers better opportunities for customer acquisition and retention, whilst maximising cross and upselling. This in turn encourages further investment in social media strategy leading to a cycle of success embedded in the organisation. The paper concludes that communicating via social media will become increasingly important in the pursuit of customer acquisition, retention and effective relationship building as consumers continue to migrate online.

David Atkinson
Lecturer, Manchester Metropolitan University, UK

The Skills Strategic Marketers will need in the Era of Change

Schools of thought concerning the source of superior firm performance are evolving. Marketing orientation theory and its counterpart, the resource-based view, are becoming outdated by the dynamic capabilities perspective as the importance of industrial change becomes evermore significant, in the digital age. Dynamic capabilities are the processes managers use to modify their organisations in order to 'keep in touch' or even 'drive industrial change'. This paper introduces the dynamic capabilities perspective by first tracing the debate on the source of superior firm performance. The contribution is made by informing strategic marketing academics and practitioners about the potential skills strategic marketers will be required to possess when formulating and implementing strategic marketing plans in the era change. This paper advocates strategic marketing practice should be an incessant, habitual, entrepreneurial opportunity sensing managerial skill which is incremental in nature allowing firms to adapt to or even drive industrial change through tactical flexibility, trial and reflective learning with the relentless monitoring of actions taken.

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Past and Recent Conceptualisations of Sociomateriality and Its Features: Review

This paper reviews the theoretical evolution of sociomateriality focusing on both the material and social, whilst considering the practical underpinnings. As part of the exploration, it is necessary to develop a definitional understanding of the term technology as it has been presented in many ways and by many scholars and scientists without clear alignment and agreement (such as Winner (1977), Collins (1986), Barley (1988), Huber (1990), Robers and Grabowski (1996), Jones (2001), Orlikowski (2000, 2007, 2008) and others). Attewell&Rule (1984) defined technology as "computing", not providing any additional explanation, features or characteristics around the term, which indicated that prior literature underestimated either the technological or social world in practice (Orlikowski, 2010). The definitions have led to a perspective of treating material and social as coexistent, avowed as sociomateriality.

This paper presents how different views on sociomateriality have stimulated new understandings and new theoretical perspectives. In reviewing sociomateriality with a historical and critical note, the paper builds on relevant philosophical and ontological groundings, such as performativity and relational ontology, in contrast to this tackling ontology of separateness, which is considered not acceptable under any condition (Martini & Cooren, 2016). Orlikowski and Scott (2008) gave the first indications of the development of a relational ontology, leading to the formation of "strong sociomateriality" as further presented by Martini and Cooren (2016, pp. 148): "Matter is always as such in relation to what it materializes." In contrast Leonardi (2011) presents imbrication and Orlikowski and Scott (2008) the entanglement of the two worlds. This review presents the portrayal, purposes, treatment and usage of the phenomenon and its features by scholars.

In the paper further practical examples of sociomateriality are explored whilst acknowledging the lack of examples in marketing focused on practice and as a result an emergent gap between material and social, which this paper addresses. In sum the aim of the paper is to present a shift in the perspectives of sociomateriality, alongside an acknowledgement of materiality and sociality in practice and to develop stronger theories and concepts.

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The Impact of the Terrorism on the Economic Sustainable Tourism Development of Crete Island

Terrorism is a significant threat to the tourism and travel industry, a major sector of Greek economy, contributing to 18% of the overall GDP and employing nearly one million people.

The purpose of this paper is to identify the impacts of the terrorism on economic Greek sustainable tourism development especially that of the Greek island of Crete, one of the largest island in the Mediterranean. Political, safety and security issues have adversely affected tourism in competing Mediterranean countries such as Turkey and France. The impact of this on the Greek tourism economic development is investigated.

This paper provides an analysis of how terrorism in competing Mediterranean countries affects development of sustainable tourism development around the year and can facilitate economic growth in Greece while overcoming the economic crisis.

The methodology employed is based on case study analysis focusing on Crete, the country's most recognized touristic island famous both for exceptional beaches, agriculture and cultural significance. Statics collected within the last 3 years contributing to the study are based on interviews of people working in tourism and hospitality industries.

Analysis supports the conclusion that terrorism adversely affecting France and Turkey will have a positive effect on economic sustainability of tourism in Crete.

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Marketing a Healthier Choice: Exploring Young People's Perception of e-Cigarettes

Background: As a consequence of insufficient evidence on the safety and efficacy of e-cigarettes, there has been much controversy surrounding its use in the tobacco control field.

Objectives: We sought to examine smoking prevalence and salience of e-cigarettes marketing stimuli, and whether these affected attitude-relevant responses toward e-cigarettes and intention to vape.

Methodology: A convenience sampling procedure was used to recruit 436 ever- and never-smokers aged 18 or older in the UK. Correlation analysis and structural equation modelling tested direct and indirect relationships between salience of e-cigarettes marketing messages, attitude relevant variables, and intention to vape.

Results: Just over half of never-smokers were females compared to two-thirds of ever-smokers who were males. Majority of respondents comprising 56% of ever-smokers and 63% of never-smokers had seen e-cigarette promotion in stores or gas stations. Only a third or less of ever- and never-smokers had seen e-cigarette promotion on TV, newspaper or online. Among never-smokers, association between e-cigarette promotion awareness and intention to vape was significant ($B= .59$, $p < .001$) but this was mediated by conative beliefs ($B=.84$, $p =.05$). Among ever-smokers, awareness of e-cigarette significantly affected cognitive ($B= .97$, $p =.01$) and conative attitudes ($B= .88$, $p =.001$), which in turn affected intention to vape in future ($B= .45$, $p < .001$).

Conclusions: Our results suggest that never-smokers might think of vaping instead of smoking cigarettes in future. Likewise, ever-smokers might have intention to vape if they think favourably about promotional stimuli and develop positive emotions towards vaping. Our study supports the need for more scientific evidence on the efficacy of e-cigarettes to encourage vaping as a substitute to smoking.

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Product Involvement and Overall Affective Evaluations of Products in Understanding the Effects of Anticipatory Emotions on Choice

Studies in marketing reported that various types of anticipatory emotions of both positive and negative valence are evoked in attribute trade-offs in the construction of product related preferences. In addition, as concluded in meta-analyses in various disciplines, modern theories of motivational valuation of choice objects suggest that a "common ***neural*** currency" rather than various different emotional markers represents the expected reward value of choice alternatives in the brain. That is, the ***affective*** reward value of each alternative is ***encoded in the brain*** along a common reference scale with respect to other alternatives so that apples can be compared to oranges. General affective evaluations (such as ratings of pleasantness or liking) are regarded as the ***cognitive*** forms of such anticipated utilities. Given this theoretical background in affective neuroscience, a laboratory experiment is conducted with three major objectives: test (1) if previously reported anticipatory emotions can be replicated in a similar experimental design with similar product choice, (2) if stronger product involvement intensifies evoked emotions and (3) whether the prediction accuracy of choice improves by adding the overall affective evaluations of choice alternatives into a model that links emotions to choice. Following a pilot study on product involvement, 120 subjects participated in the experiment. Parameter estimates of the theorized relationships were computed by using a "top-down" model building approach. Bias adjusted bootstrap estimates of the confidence intervals for the estimated parameters were also computed. Findings suggest that (1) not all of the emotions that were previously reported are related to choice, (2) product involvement intensifies evoked emotions, and (3) overall affective evaluations of choice alternatives link the effects of anticipatory emotions to choice as hypothesized.

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Analyzing the Effectiveness of Marketing Communications to Ensure Diffusion of Prescription Drugs and Enhancing Customer Responsiveness across Product Life Cycle (PLC)

Once the prescription drug patent expires, generic manufacturing firms enter the industry with a time lag. However, even with competition from generics, incumbent's loss in market share is not immediate, thereby extending patent life beyond the patent expiration date. Current study utilizes diffusion theory to analyze effectiveness of marketing communications to ensure diffusion of prescription drugs and enhance customer responsiveness across product life cycle (PLC). Next, we utilize signaling theory to analyze whether in the post-patent era, marketing efforts undertaken by incumbents discourage generic competition or do they signal unexplored market potential and thereby lure competition. Current study utilizes sales, revenue and marketing expenditure data across 11 therapeutic classes from September, 2008 to October, 2014. Estimates indicate that effectiveness of 'Detailing' (i.e., marketing communications targeted at the physicians) and DTCA (i.e., direct-to-consumer advertising) follows a 'U' path, with minimum effectiveness in the 'growth' stage of PLC. Findings also demonstrate that marketing communication mix for prescription drugs in the post-patent period acts as an entry deterrent strategy for the first and second waves of generic entry whereas high brand price induces competition.

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Neuromarketing for Investment Decisions: Investment Decision Making Supported by Neuromarketing

This research project aims to describe a stochastic process, a mathematical concept that characterizes a series of time, to evaluate the risk and reduce the uncertainty inherent in the moment of investing. Hence, explore the behavioral aspect of the financial investor in terms of neuroscience, specifically from neuromarketing. The methodology focuses on the exploration from the Normal and Log-Normal distributions, widely used as measurement criteria for contingencies. Also, it applies the Weibull distribution, since this provides a better adjustment of the results.

As a result, it was found that it is possible to measure the impact of care According to the Weibull distribution function, evaluating whether the probability of success is high or low. This explicitly clarified several aspects, including the possibility of calculating, with a specific probability, the degree of success in investments when the due concentration is given or not. As a general conclusion, the paper demonstrates that the Weibull distribution is the most suitable tool to evaluate the businesses supported in neuroscience.

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Naming Strategies as a Tool for Communication

While product names are highly likely to have critical impacts on the market performances of products, in particular, consisting of unobservable attributes such as motion pictures, music, books, and games, little research has studied naming as a communication strategy to deliver product information to consumers. The purpose of this study is to suggest a conceptual framework for product naming as a communication strategy and evaluate the effects of naming strategies on their market performances in order to provide managerial implications on how to name products, especially for experience goods such as movies.

We, firstly, suggest a conceptual framework to describe naming decisions as two-stage communication strategies. The first stage decision is about what type of product information should be provided to consumers via a product name, which we call information choice strategy, and the second stage decision is about how to express information on the product with a name, which we call expression strategy. We develop a two-level hierarchical Bayesian log-linear model to consider the main effects of product information strategy with the 1st level of the model, and the mediate effects of expression strategies with the 2nd level of the model.

We applied the model to a data set consisting of viewership, names, and release dates of 634 movies released in eight countries where English is an official language. We have decided the types of naming strategies with the help of three industry practitioners, who have been working in the film industry for over 10 years as a producer, marketer, and investor, respectively. The country characteristics, obtained from Hofsted's Homepage (National culture scores of each country) and the World Bank (GDP and population of each country at the released *t* year), were considered for country heterogeneity.

The empirical study provides some useful findings with managerial implications for naming. Firstly, information choice decision for movie titles have significant impacts on the movie viewership. Secondly, consumers prefer movie titles reducing uncertainty over movie titles intriguing them only with clues about the movie. Thirdly, product names including negative content/words have positive impact on their market performances in movie industries, which is against the empirical findings in most of extant studies in the marketing literature.

Fourthly, the effects of "what information to include/choose into a product name" depends on "how to express them". Lastly, the effects of naming strategy differs across movie genres but not much across countries, which implies that different naming strategies are necessary across movie genres but usually the same movie title can be used across countries.

The study makes at least three contributions to the literature. Firstly, this study suggest a conceptual framework and a empirical model for naming as a communication strategy in the literature. Secondly, this study provides information on what type of naming strategies are more effective on market performance, which has never been addressed in the literature. Lastly, the study provides some managerial implications which are useful for researchers and industry practitioners who are interested in product naming.

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The Reflexive Manager under Construction

"Managing is a relational, reflexive and ethical activity. It is not just something one does, but is more crucially who one is and how we relate to others" (Cunliffe, 2014, xvii)

Inspired by the aforementioned reference, a Reflexive Manager Programme (RMP) was created within an MSc in Management Studies at a French Business School. This one-year programme enables students to develop and reflect on key professional and management experience, filter this practical knowledge through management theory, critically reflect on and appraise their understanding, assumptions and learning and discuss their management and leadership development. More specifically students are required to take responsibility for shaping their world, question their ways of being and think about how their dialogue and interaction with others and their assumptions influence meaning and construct organizational 'realities' and identities. This article describes the programme, positions it within the reflexivity and sensemaking literature, and evaluates perceived student self-reflexivity via the discourse analysis of 30 reflective journals from student participants. This research will be of particular interest to programme directors wishing to integrate reflexivity into their programme design, leadership faculty looking to consolidate key management development practice, and managers who are involved in corporate training.

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Visual Aesthetics of the Homepage of Web Sites of Brittany Islands: An Exploratory Study on the Impact on the Intention to Visit

In a context of increased competitiveness, local and regional authorities are constrained to adopt an economic model close to that of private companies in order to enhance the specific character of their image. They have to promote their attractiveness to influence their publics - tourists, citizens, firms-. Academic work on territorial marketing as a tool for strategic development of a nation, a region, a department, a municipality, a city have developed in the late 1990s (Kotler & al., 1993) and led researchers to apprehend the territory as a trademark tourist's destination.

The image of a tourist destination is an overall assessment that is decisive for the formation of preferences and for the choice of tourist destination (Jenkins, 1999; Echtner & Ritchie, 2003; Bartikowsky & al., 2008). The website is today an essential strategic tool, both from the point of view of the local community and that of the visitor. From the local community point of view, it aims to express and value the identity of the place through the cultural and tourist offer, to increase its visibility and to increase its attractiveness. This involves a strategy based on a strong and unifying identity concept constituted by values, a message, a signature - analogously to a brand - through the opportunities and richness to be valued. From the visitor point of view, the web becomes the unavoidable information tool to prepare holidays, contributes to the choice of a tourist destination (Oueld Oubey & Zaiem, 2009) and represents a travel booking tool for almost two thirds of the French. But the web is also a source of satisfaction and pleasure (Lavie & Tractinsky, 2004).

In addition to its utilitarian value, visiting the web site of a place can be considered a real emotional experience full of emotions and affectivity. Visitors who are satisfied with their overall experience of visiting a branded site are more likely to revisit and recommend the site and are more willing to develop a favorable attitude towards the brand and to express future purchasing intentions (Flores & al., 2008).

However, a single bad experience can create a break in the relationship. The consumer can permanently abandon the site (Chang & al., 2002). If each of the components of a site - content, structure (clarity-ergonomics), navigation (speed of display) and representation (aesthetics) contribute to the formation of the brand identity and satisfaction with the site, we focus our research on the visual aesthetic factors of the home page for two main reasons: 1) Visual elements are particularly important for the site because most of the content and interactivities proposed are conveyed through visual stimuli. The aesthetics of the site contribute to the practicality and readability of the content (Tractinsky & al., 2000; Kim & al., 2003). Professionals estimate a 20% increase in attendance after redesigning the aesthetics of a site; (2) Visual factors have a more direct and instantaneous effect on visitor impressions than structural or navigational factors (Tractinsky & al., 2006, Norman, 2002, 2004, Kim & al., 2003).

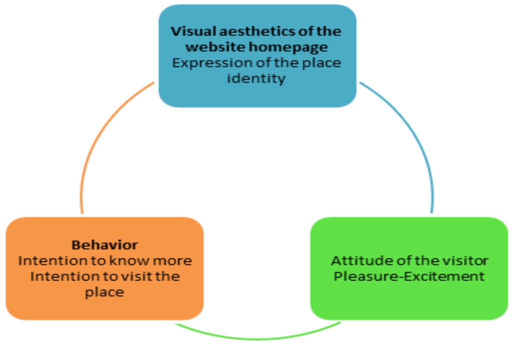
The first impression of users comes from the visual factors perceived on the home page and determines the image (Schenkamn & Jonsson, 2000). It can have a very important impact on how visitors perceive the site and the trace it will leave in their memory.

The term “aesthetics” comes from the Greek word *aesthesis*, which refers to sensory perception and understanding or sensual knowledge. Although the aesthetic term has been apprehended from many disciplines (philosophy, art, epistemology, psychology,...), we will consider a broad conception in which the aesthetic is defined as "the science of beauty". It refers to judgments, emotions, linked to the beauty of the external physical appearance of men, nature, environment, architecture, objects. Its influence on interaction has been recognized since antiquity. In marketing, it is widely accepted that aesthetics - particularly through design - plays an important strategic role, even essential in the development of a product (Bloch, 1995), a brand, a retail and influences consumer behavior. The aesthetics researches in the field of man-machine interaction recently developed can be extended in the field of territorial collectivities in France.

The purpose of this paper is to explore the importance of attitude towards the aesthetics of a home page and its determinants on the behavioral responses of potential visitors to a local community.

The application domain of the web sites of the Brittany islands is justified by the strategic challenge that these places represent in terms of tourism attractiveness of the Brittany region, the awareness of web designers of increased professionalism expected by Internet users and therefore the need to develop academic research that is lacking to date.

The theoretical framework is based on three research questions (see Figure 1) and justifies our research hypotheses: 1) the importance of the visual aesthetics of the homepage of the website as a place of identity expression of a territorial community; 2) the physical aesthetic characteristics - the design factors - of a home page that make it possible to reflect the identity of the place; (3) the impact of the perception of the aesthetics of the home page on the visitor's affective and behavioral responses.



To justify our purpose, an exploratory study on a sample of 250 consumers is conducted and focuses on the perceptions of the aesthetics of the web pages of 8 Brittany islands and their Influences on attitudinal and behavioral responses. Following the presentation of the results, we conclude on the theoretical and managerial implications, the limits and future researches.

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The Quality of Clothing in Perception of Consumers in a Social Network by Gender

Consumers' perception of the intrinsic and extrinsic components of a clothing is an important element in the decision-making process of the manufacturers on what to offer. Essentially, because consumers differ as to their buying behavior from their perception of the overall quality of a clothing. Thus, the general objective of this article is to evaluate the determinant attributes of the perception of quality of clothing by the users of social network and to verify if there are differences of evaluation of these determinants between genders. To meet this goal, a survey was conducted with a sample of 295 consumers, selected by the snowball method, from the main author's Facebook friends list. All participants, regardless of gender, were asked to access the SurveyMonkey site link and to answer the factors related to the quality of clothing for both men and women. The main conclusions are that: 1. The general evaluation of garment consumers regarding the importance of considering the quality attributes in the decision-making in the acquisition of clothing is quite high, especially for women in relation to men's clothing; 2. The women present a superior perception to the men in relation to the evaluation of the quality attributes of the garments both feminine and masculine; and, 3. Clothing consumers, in particular consumers of women's products, shall only consider the purchase of such products if they present, in particular, style, fabric quality and fair price.

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The Influence of Trust on Chinese Food Import Purchase Intentions

In this research, the influence of trust on Chinese food import purchase intentions is conceptualised and empirically measured. Trust is modelled utilising the trust model of McKnight and associates to enable the true complexity of trust to be captured and empirically measured for the first time in the importer literature. The dimensions of trust modelled are disposition to trust, institution-based trust, trusting beliefs and trusting intentions. In addition, the influence of guanxi is measured. Partial Least Squares analysis of 135 Chinese responses show that trust has a strong and significant influence on Chinese food import purchase intentions. Guanxi is found to be a significant influence. This research has implications for food trade that may impact firms globally, mainly because China is now the largest food importing country in the world. Ascertaining the influences on Chinese food import purchase intentions is likely to provide useful insights for industry practitioners enabling them to develop appropriate competitive strategies.

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Neuromarketing Analysis with Biofeedback Technique under the Game Theory Model

Neuromarketing can be defined as the union between neuroscience and marketing. Its primary purpose is to understand the needs of the human being (Kenning & Plassman, 2005; Del Blanco, 2011). Biofeedback is a technique used to gather information (feedback) about the human body (bio), which allows to interpret physiological reactions, like the answer to different stimuli (Braidot, 2014). The purpose of this study is to identify behavior patterns through external stimulation like safety or risk, for decision making in different environments, using the Biofeedback.

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Game Theory Analysis Using Mind Wave, a Neuromarketing Tool

Game theory is the study of the process of decision making (Gibbons, 1992). Studies based on game theory have focused on the rational choice model, among them the Elster (1997). This study identifies the influence of external stimuli of risk and safety, in decision making in different game scenarios, by using MindWave as a Neuromarketing tool applied to students of Business Administration at the National University of Colombia, Manizales. As a result, it is expected to identify behavior patterns during the decision-making process.

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A Case of Delayed Payment: Do Consumers Behave According to Economic Guidelines?

This study follows a real- life case. Consumers were offered delayed payments (hereby DP) by a major supermarket chain. The offered credit did not involve any explicit interest charges. This promotional technique, heavily advertised, was developed in response to competitive pressures. An efficient 'economic' consumer should choose the longest time payments table, as "delayed payments" is equal to a price reduction (the reduction size depends on the individual's implicit discount rate). Empirically, this tool did not result in the expected outcomes - consumers preferred paying either in cash or minimum payments. Thus, they actually paid higher prices for their transactions.

In this study, the marketing offers were simulated, based on a survey of 430 respondents, to investigate the causes of the failure of this technique. The simulations included several variables: different products (food, electricity and two services), different amounts of total payments, and different DPs. The survey included questions about socio-demographic and psychographic traits, economic welfare, personal liquidity (overdraft situation), and knowledge about financial matters.

The research findings were as follows: Consumers are more reluctant to use DP if the amount of the total payments is small, and if the product is basic and involves frequent, repeated purchasing. Consumers have a tendency to use longer DP when the habit of the general public is to use DP or in situations in which there is a continual use of a service over time, parallel to the DP. Regarding individual personality, it was found that individuals who choose to delay payments have low liquidity levels (have an overdraft) or regularly uses DP (some correlation was found between these variables). Aversion to risk was the only psychographic variable explaining abstention from choosing DP. Therefore, the results indicate that marketers should consider the fact that most consumers don't behave according to the economic efficiency paradigm.

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Alithia Marketing Promotion

The paper gives a theoretical and practical approach to marketing promotion mix, based on alithia, truth. This is new concept, that emphasized truth in communications with audiences. Opinion of leader authors in feild of marketing is that truth will be future of advertising and promotion, in general. Concept of paper is to present marketing strategies, based on truth, alithia, as new approach to consumers and costumers, through instruments of promotion mix. First part of paper will give theoretical review of this new concept of alithia marketing strategies. Second part will analyse good examples of practice. Third part will give exactly parameters that prove hipotesys that alithia marketing promotion is new wave in marketing promotion strategies. Advertising, as element of promotion mix, is more appropriate and empathetic, if it is based on truth. It is very important that every advertising campaign have ethos, pathos, logos platform. Researches in this field give us conclusion that truth advertising, drives customers to believe in companies products and services, and in companies, at all. This is way to build sustainable companies brand, that customers believe in. This is way for loyality program with customers. This is way of trust and stabile reputation in audience. It is important never to dissapoint customers, in any way, with, qaulity of products and services, or ider with communications. Publicity, as part of promotion mix, have to be honest, with whole respect audiences. It is important to be transparent, honest and truth in companies storytelling. Platform for good storytelling is truth. Only in that way companies will have trust of costumers. Direct marketing have to be base on trust and truth, as well as relationship marketing. Customers will enjoy in open communications with companies managers and presenters. This is base of good practice of relationship marketing. Other instruments of marketing mix, have ti be base on quality, such as products and distributions. In services sector, employees is the best presenters of companies values. Marketing strategies have to be driven by customers needs and wishes, according to market situation and companies positoning on market place. Social responsibility is improtant part of alithia marketing. This is concept of alithia marketing approach.

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How Do Project Team Relational Quality and Integration Affect Project Performance?

Construction project operations are characterized by temporality, dynamics, complexities, and emergent interactions of the elements within the operating system. The ensuing project organization requires intensive social interactions among project participants to accomplish interdependent tasks. Participation in such an organizational form can be stressful and good human relations are needed to alleviate the situation. Given these situations relational quality among participants is an important factor in transforming formal contractual and commercial relationships among participants into a less formal working condition. Extant literature asserts that project organizations rely on informal communications and social mechanisms for the coordination of works. The relational discourse suggests that project team social capital plays a pivotal role in coordinating the activities of project participants and that in turn lead to better project performance. The literature is however less clear on the exact mechanisms through which the effects of social capital unfold especially in project settings. Being primordial it is likely that social capital among project team members affect their social processes and in turn, project outcomes. Given the specialization and fragmentation of project organizational elements, we contend that team integration is an important social process among team members. Using Nahapiet and Ghoshal's (1998) model of social capital, we developed a process model suggesting that project performance outcomes of team members' social capital hinge upon the mediating process of team integration. A survey study of 376 responses in Hong Kong construction industry provide mixed support for our theoretical model. Findings show that the structural dimension of informal grouping directly affects both project hard and soft social performance criteria while trust directly affects only the soft social performance criteria. The impact of cognitive dimension of shared understanding on project performance is mediated by team integration. Overall, team integration plays a partial mediating role between social capital and project performance.

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The Influence of Interactive Storefront Technology on Affective Responses and Behavioral Intentions

Storefronts are an essential part of the retail marketing mix and are considered an attribute to retail atmospherics. However, the literature remains scant on the role and influence of this retail variable. Even though interactive technology has become a major trend in retailing and a center of interest in the retailing literature, only one study explores consumers' perceptions of interactive storefront displays. Our study therefore investigates the influence of interactive technology in storefront displays on consumer responses. A quantitative study was conducted in a field experiment using existing scales which were adapted to the experimental context. Data were collected and analyzed using a variance-based structural equation modeling approach. Findings show that interactive displays have an influence on dimensions of affect and on behavioral intentions. This study is limited by its small sample size, by its sample population and to the experimental context, which restricts generalization of the findings. However, it does contribute to the scarce literature on storefront displays and on the influence of exterior atmospheric variables on affective responses and behavioral intentions. To our knowledge, our research is the first to experimentally investigate the influence of interactive storefront technology on consumer responses. One of the main managerial implications of this research is to guide retailers and managers in their investment decisions in regards to their storefront displays.

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How Sales Force Control Systems Translate into Sales Performance: The Role of Selling Orientation and Customer Orientation

How and when does sales force control systems affect sales performance? This research attempts to provide answers to these important questions. This research serves to expand current knowledge concerning the effectiveness of sales force control systems. As well bridge some of the gap between the understanding of sales force control systems, salesperson`s selling attitudes, and sales performance. Current knowledge concerning the effectiveness of sales force control systems is limited; we explore the structural relationship between attitudes of salespeople toward customers and sales performance.

To test our conceptual model, we use a matched, triadic data set based on archival firm records and questionnaire surveys of 1039 salespeople and 159 sales managers from a large insurance company in South Korea. The results of the study indicate that the three types of sales force control systems examined in this study differently affect salespeople’s attitudes toward customers (i.e., selling orientation and customer orientation). Also, customer orientation positively affects two types of sales performance (i.e., perceived sales performance and output sales performance). Although selling orientation has a positive effect on perceived sales performance, it has a negative effect on output sales performance. We further investigate the moderating effects of sales job experience on the relationship between sales force control systems and salespeople’s attitudes. These results may be useful to both scholars and practitioners.

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Game Theory Analysis based on Biofeedback a Neuromarketing Technique

Game theory is an economic model. Its principal goal is to study the decision making process in different game environments. Studies based on game theory have focused on the rational choice model, among them the Elster (1997). By using a Neuromarketing technique such as Biofeedback, this study aims to identify the influence of external stimuli of risk and safety in the process of decision making in different game scenarios (Moscoso, 1992; Conde & Menendez, 2002; Mckee, 2008). It is also expected to identify behavior patterns during the decision making process.

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Gian Luca Gregori
Professor, Polytechnic University of Marche, Italy
Luca Marinelli
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&
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Trade Marketing, ICT and Loyalty: Which Possible Interaction between Food Industry and Retailers

In recent decades, the relationships between suppliers and retailers have changed radically. The retailer’s role has evolved, from a passive approach to an active business entity. For Industrial Companies the management of the relationships with Distribution Companies is becoming essential for good performance or even for survival. During the same period, there has been the explosion of the phenomenon so called “web 2.0". ICT and Social Media has assumed an increasingly central role in the marketing strategies of successful industries.

Many studies have already been carried out on the topic of how digital can become a critical success factor to increase consumer loyalty. On the other hand, the role of digital instruments as strategic B2B marketing tools has not yet sufficiently been studied.

The aim of this paper is to discuss whether it is possible to use the ICTs in a trade marketing perspective. The evolution of trade marketing will be analyzed through a literature review. Then, the role of digital in the B2B sector will be discussed, using some successful case histories. Later, an empirical analysis will be used to study how a food industry has approached the introduction of a trade marketing function. Finally, it will be discussed how this food industry has developed an innovative loyalty program for its retailers using the ICT instruments.

This paper contributes to existing literature by advancing studies on a topic which is currently important both for professional and academic context.

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The Combined Effects of Service Offering and Service Employees on the Perceived Corporate Reputation

The present study contributes to the understanding of the role of two major components of the service production and delivery system in the perceived corporate reputation. Specifically, the purpose of this study is to assess the combined effects of service offering and service employees on customers' perception of corporate reputation.

A hierarchical multiple regression with interaction analysis was performed on data collected from customers of a banking institution to assess the main effect of service offering and service employees, as well as their interactive effect on customers' perception of corporate reputation. A significant interaction between service offering and service employees in their influence on corporate reputation was found. This results suggest that service employees intervene as a moderator variable in the relationship between service offering and corporate reputation. Furthermore, service organizations should focus on the crucial role of the service offering during the service encounter and recognize the importance of service employees in such way to reinforce customers' perception of corporate reputation.

The study has limited generalization given the convenience sample and the great variety of service industries. The efficacy of the direct measures and the hierarchical multiple regression must be considered. It would be helpful to realize similar studies in other service settings and to explore the exact nature of the interaction between service offering and service employees.

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Examining Customer Engagement in the Context of Higher Education: Validation of a Multidimensional Measurement Scale

Customer engagement has become a key research area for many marketing scholars and the focus of organisations that seek to create and strengthen relationships with customers as a platform for sales growth, profitability and competitive advantage. While studies have recently made important theoretical and empirical contributions to the understanding of the customer engagement construct, few have attempted to develop and test a measurement scale to capture the plurality of the dimensions of customer engagement and explore its relationships with other constructs such as customer value and satisfaction. Lately, a thorough study by Dessart et al. (2016) developed and validated a customer engagement scale in the context of online brand communities and advanced our understanding in conceptualising and measuring customer engagement. Given the limited empirical research in this area, this study has adapted the customer engagement scale of Dessar et al. (2016) in the context of Higher Education to test a conceptual model of customer engagement, value perceptions and student satisfaction. Furthermore, the study aims to test the impact of time on the aforementioned constructs. Therefore, the research gathers survey data in two stages. For the first stage, a convenience sample of 214 first year students was obtained at the beginning of the academic year. For the second stage, the same cohort of first year students will be surveyed in March 2017. The conference paper presents the key findings of the first stage with focus on 1) the validation of the customer engagement scale in an educational setting (CFA) and 2) the SEM model encompassing the structural relationships of the conceptual framework of the study. Finally, the paper aims to discuss the key findings, theoretical and empirical contributions, and managerial implications for Higher Educational Institutions.

Mateo Pachon Gonzalez
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Neuromarketing Analysis under the Game Theory model Using MindWave

Neuromarketing can be defined as the union between neuroscience and marketing. Its primary purpose is to understand the needs of the human being (Kenning & Plassman, 2005; Del Blanco, 2011). Studies conducted by MindWave have focused on studying the mood of different people (Kelio, 2014). However, as of today, there exists no substantial evidence of any study that relates it to decision-making.

The purpose of this study is to identify behavior patterns through external stimulation whether it's produced by secure or risky stimuli. The aim is to make decisions in different environments by using MindWave as the main tool.

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Omari Lomiashvili
American University in Bulgaria, Bulgaria

A Practical Integrated Model Approach to the Complexity of Strategic Alignment

Strategy as a concept is rational, logical, clear, and fairly simple to understand; yet an overwhelming number of organizations struggle in their strategy formulation and implementation. The primary and direct contributing factor to such situations within organizations is lack of alignment. Many organizations exhibit a significantly disjointed, fragmented approach when it comes to their goals and objectives, resources, and operational systems required to be in place so that (strategic) alignment is exhibited and optimized in pursuit of a strategy. In turn, clear definition and optimal communication seem to be the direct contributors to the alignment, or lack thereof, of many organizations, especially those international companies having subsidiaries / SBUs in various countries.

This paper proposes a practical, yet strongly integrated conceptual model for optimizing strategic alignment and maintaining focus within multi-SBU organizations. The model has been rationalized, successfully applied, and proven highly effective in a significant case study researched and implemented from 2013-2015 in a multinational, multi-cultural organization involving direct multiple SBUs throughout North and South America, and indirectly to auxiliary facilities in Japan. The significance of the results were such that the overall regional headquarters increased both their sales and profit margin within the research & application time-frame by more than 20% and 10% respectively, primarily due to inorganic efficiency expansion based on the utilization of the strategic alignment model proposed. The model directly and positively impacts stakeholder value by addressing the three critical components of the organization: people, process, product, within the framework of the strategic alignment process.

Both a quantitative and qualitative analytical approach is presented in establishing the research and leading to the model itself; but the focus of the work remains the practical methodology and its application to *"real-world"* organizational problems and practical resolutions as they relate to strategic alignment issues of a multitude of organizations.

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Vesna Damnjanovic
Associate Professor, University of Belgrade, Serbia
&
Milos Milosavljevic
Professor, University of Belgrade, Serbia

Developing Positive Brand Image of Talents: Mentor Perspective from International Case Competition

The main aim of this paper is to examine and explore the importance of gifted students' development pull in business schools and their influence on building strong brand image strategy of higher education institutions. The study is based on the primary data collected from 55 mentors from 18 leading business schools around the globe. The results indicate high leadership potential of talented students selected and mentored for global business case study competitions. The main benefits of talents includes: leadership potential, practical knowledge and skills. The best companies attract best talents and it is also an opportunity for business school to create strong alumni network. Positive image of business school is important for local and international positioning in higher education arena.

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The Effect of Internet Marketing on Export Development in Food Companies

The present study aims to evaluate the effect of internet marketing on export development in food companies. The study method is descriptive-correlation and structural equations. The study population is sale managers, marketing managers, experts of international contracts and international relations experts of exporting food companies in Tehran. 179 people participate in the study. They responded questionnaires of internet marketing capabilities, availability of export information, business network relations and export market growth. The reliability and validity of measures are supported using Cronbach's alpha and confirmatory factor analysis. For data analysis, Pearson correlation and structural equations method with LISREL software are used. It was found that the effect of internet marketing capabilities on export market growth, availability of export information and business network relations was positive and significant. The effect of export information availability on export market growth and business network relationship was positive and significant. The effect of business network relationship on growth of export market was positive and significant. Thus, we can say internet marketing capabilities can lead to the increasing availability to export information and development of international business networks and export market development.

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Li Wang
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&
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The Impact of Electronic Shelf Labels (ESL) on Retail Prices and Pricing

In this paper we investigate the impact of Electronic Shelf Labels (ESL) on a retailer's business outcomes, as well as on consumer prices. On one hand, ESL could enhance efficiency by reducing the lead-time to price changes as well as the variable price adjustment costs (PAC). The potential of these being passed through as better consumer prices and offers have spurred several jurisdictions to exempt retailers from stringent pricing regulations. On the other hand, ESL may enhance the retailer’s pricing capabilities and help the retailer claim greater value. This could potentially have a positive impact on its gross margins and help buffer direct price competition. We analyze the point of sale (POS) data stream in a couple of supermarket chains that implemented ESL, to find that the impact on customers is contextual; and that there are potentially significant benefits accrued to retailers. In particular, we find that while both the efficiency and value based logics operate, efficiency appears to have a bigger impact in the context of our data. We extend this to some key strategy and policy issues of relevance to marketers. Our approach comports with a growing literature in Marketing and Economics that investigates the micro processes that determine prices in the market.

Aarti Saini
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&
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Role of Social Media in Managing Organisation Crisis – A Case Study of Nestle Maggi in India

The advent of a plethora of social media tools has changed the panorama of crisis management considerably over recent years with possibilities for consumer action now becoming realities.

An organisation crisis is defined as a significant threat to operations or reputation that can have negative consequences if not handled properly. The way in which companies communicate with its stakeholders during a crisis event is rapidly changing with the 24-hour access provided by the Internet to the company websites, its Facebook pages, Twitter accounts, and YouTube. Public relations practitioners and other communication experts are struggling to design messages and maintain control on the flow of messages within this dynamic landscape, especially during crisis situations. When the crisis erupts, social media is considered to be one of the most effective tools for crisis management.

The paper discusses the emerging challenges and issues pertaining to social media and crisis management. The paper also analyses the case of Nestle Maggi in India and the crisis situation it faced when its noodles were reportedly found to contain lead. The case explains how Nestle used social media for damage control after the noodles were banned and the company was awaiting the test results on the safety of its noodles, be it reassuring its customers that its noodles were safe to regularly interacting with its customers on the social media and thanking them for their support. The case also reports where Nestle possibly went wrong in managing this crisis situation, providing useful directions to the practitioners for future. The paper also tries to explore crisis management lessons for companies in crisis situations to restore their credibility.

Shubhangi Salokhe
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Branding of Agricultural Commodities / Products for Adding Value

Purpose of Paper

India is a global agricultural powerhouse. Agricultural products of various types are produced in India and the marketing of all these products is a complex process, it is not much rewarding to farmers. The primary challenge for small farmers today is their inability to earn good profits from their produce owing to the difficult marketing process. Therefore, it is essential to improve the status of small farmers by increasing their farm productivity through making use of modern farming techniques and commercialization of their agricultural activities. There is increase in demand for labeled products, which is a result of increased disposable income. As income rises, consumers search for food products that appeal to more than just their basic need for a safe, affordable source of calories.

Now a days consumer are health conscious and they are looking for exceptional quality food, safety and service from the food industry and they're increasingly interested in knowing about the products they buy and procedure of producing. Health-conscious consumers are willing to pay extra for foods they believe to be fresh, nutritious and wholesome. Consumers are interested in having a closer relationship with the farmers who are producing for them. Branding strategies have become an accepted part of marketing activity and it is the norm for manufactured and processed agro food products to be offered to consumers as branded products.

In India now it becomes necessary to develop brand for competing in the market. Farm venture's profitability and sustainability can be enhanced by assisting farmers in improving marketing practices, expanding market access, and reducing the price spread between the producer and the consumer. A brand is the combination of a name, words, symbol, or design that identifies the product and a company and differentiates it from the competition. Brand is one of the effective marketing strategies for agricultural products. It bridges firms with their customers through the identification of the product. This is accomplished through the uniqueness of the brand by its name, logo, ownership, type, and use of the product. Branding also adds value to products simply because consumers generally believe that known branded products have better quality or more attributes than unbranded products. Another merit of branding is the sense of pride or community that can be experienced by the producer from successfully creating a brand identity.

The main objective of the paper is to find out suitable marketing system for agricultural produce so as to give proper reward or return to the efforts of the Indian farmers. This paper examines current situation in India and explores branding as an important strategic tool for enhancing the farmer's income in India.

Findings

Branding is important for the marketing of commodities, fruits, vegetables and medicinal plants from India. Branding of commodities can offer additional value both to the consumers and the producers. Branding is not just glossy advertising. Branding efforts must combine with marketing efforts and expertise, effective organization, an efficient supply chain, and good financial resources then and then only branding will creates consumer demand. The development of branded food will assure consumers of its freshness, healthiness, quality and traceability. It will lead to commodity differentiation and hence enable consumer preference. Today's agricultural producers face the increased challenge of how to differentiate their offerings, so that their product is perceived and awarded premium status and price in their consumers' minds.

The policies of globalization have taken Indian agriculture into the global village, opening up various opportunities as well as numerous challenges. Agribusiness has opened up vast opportunities for value addition, packaging, retailing, and exports of agricultural products with high application of technology and management. Branding, processing, Packaging and differentiated products will ensure that the farm produce gets the right value. Branded items are generally able to earn a higher price for the producer and can lead to brand loyalty, which leads to a strong customer base and the ability of the producer to better serve the needs of the market. Though, today most of agricultural products are being branded in India, there exist a tremendous potential to exploit the situation for the benefit and upliftment of our farmers.

The essence of successful branding is when the brand delivers consistently, a clearly defined, appealing offering that sets it apart from its competitors. Branding does not work in isolation; and is not just related to the development of a name, logo, company terms or combination of all three. The additional ingredient that makes a brand successful is differentiation or its personality. Brand creation needs to necessarily go through the ritual of Mapping consumer needs, Market segmentation, Product differentiation and Brand communication.

Companies use branding and the consumers' ability to identify brands to improve sales in four ways: to market new products, to protect market position, to broaden product offerings, and to enter new product categories.

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Using Institutional Logics to Understand the Complexities of Inter-professional Teamwork when Delivering Integrated Care in the UK

As hospitals in the UK are struggling with an aging population with complex needs, a pressing policy concern for healthcare in the UK is to overcome fragmentation across primary, secondary and tertiary care and social care; and deliver integrated care. Therefore, recent years have seen integrated care take a centre stage and become a key policy initiative in English Health and social care sector. Whilst there is some evidence highlighting the efficiency of an integrated approach to care delivery, research has also shown that integration is never a simple process and may be construed in its effectiveness in a different way by different professional groups. Furthermore, a number of research studies have suggested that multi-professional teams experience challenges and often struggle to develop an environment that is conducive to knowledge sharing and inter-professional teamwork. Additionally, there is lack of qualitative empirical research on what integration of healthcare and social care bodes for professionals working in multi-professional teams delivering integrated care and incorporating multiple (often contradictory) demands from multiple professional groups.

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How Does the Passage of Time and Occurrence of Events Affect Animosity Towards a Country?

The animosity of U.S. consumers towards France and French products has been documented through the research of Chavis and Leslie (2006) and Russel and Russel (2006). Most studies of animosity have shown lasting effects in consumer preferences for a country's products as political opinions are put to action by boycotting or avoiding the offending country's products. However, many studies demonstrating the long term effects of animosity on consumer purchases of the offending country are based on substantial grievances that one population group had against another. U.S. consumers' animosity towards France is likely based on reasons that are likely less lasting than incidences of consumer animosity documented in several articles written by Klein and Ettenson (1998, 1999, 2005).

This study examines U.S. consumers' attitudes towards France using samples drawn at three periods in time: in 2003 and early 2004 after the Iraq War, in 2013 to 2014, and in 2015,2016, and 2017. The earliest sample from 2003 and 2004 shows the strongest levels of consumer animosity towards France that most likely resulted from France's lack of cooperation with the U.S. invasion of Iraq. By 2013, U.S. attitudes towards the Iraq War had changed significantly so that a majority of U.S. consumer believed that the invasion of Iraq was a very costly mistake by the U.S. government (costly both in terms of human suffering and financial resources). The latest sample reflects differences in U.S. opinions about France after the terrorist attacks at the Charlie Hebdo magazine, as well as the terrorist attacks in Paris and in Nice.

The study also examines the relationship between attitudes towards France and its people and opinions and purchase preferences for French products. Consumers in these studies evaluate the quality, value, style, and selection of French products and note the purchases of French products made in the preceding 18 months, as well as their interest in travel to France.

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A Model of Cultural Factors in China "Going Global" Process - An Exploratory Study Based on Grounded Theory

More and more Chinese enterprises choose to join the "Going Global" process because of globalization and rapid development of China's economy. Due to the slowdown of China's economy in recent years, Chinese enterprises are tending to explore the overseas markets. When they are in the process of "Going Global", the Chinese enterprises encounter all kinds of issues related toculture, politics, institutions and many other aspects. However, few scholars have paid attention to the importance of cultural factors encountered by Chinese enterprises in the process of "going global". Based on in-depth interviews with ten famous Chinese enterprises, this study uses three-step coding of grounded theory to qualitatively analyze various influencing factors in the "Going Global" process. The study indicates that politics, law, science and technology, values, social organization, education, religion and language have a significant impact on the performance of Chinese enterprises. Based on institutional civilization theory, the author divides these cultural factors into accumulated snow layer, frozen ice layer and hidden water layer which all together constructing the glacier model of influencing factors in the "Going Global" process. This study also puts forward the important theoretical value and practical significance.

Chhabi Sinha
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Startups in India: How well have they started?

Startups in India have always faced a challenging task mainly due to the unpredictability of the market and their own financial capabilities, Most of these enterprises anywhere in the world fail because they lack a process or methodology for discovering their markets, locating their first customers, validating their assumptions and growing their business.

This paper tries to study some of the Indian srartups to understand their causes of success and failure. Using case studies as the methodology, the paper attempts to understand the gaps in their offering as a viable business proposition.

Applying the Customer Development model developed by Steve Blank in 2005 in the book "The four steps to the epiphany ", the paper through the use of both primary and secondary data endeavours to present the key points of the success and failure of selected case studies of startups in alignment with the steps of the model. The focus of the paper will be on the first two steps of the model namely Customer Discovery and Customer Validation.

This paper will contribute to the knowledge base by helping the reader understand the importance of rigorously following the steps of the model sequentially and the need for taking corrective actions early in the business in order to rectify any mistake that they may have committed or ignored.

Sanjay Sisodiya
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Knowledge Spillovers and Research Communities: An Open Innovation Perspective on Leveraging External Knowledge by Innovating Firms

Companies are increasingly facing pressure to improve innovation outcomes (Rigby and Zook, 2002). Thus, new product development continues to be a field of interest to both academics and practitioners, as it can be a dynamic environment to perform research that could yield meaningful managerial implications. One recent topic garnering substantial interest from both groups is that of open innovation – a disposition that valuable ideas and inputs for innovation can come from inside or outside the organization (Chesbrough, 2003). Open innovation entails purposeful use of internal and external knowledge to improve innovation (Chesbrough 2006). Of the two facets (internal and external knowledge), we emphasize the use of external knowledge by innovating firms and its importance in improving internal new product capabilities. This integration of external knowledge is believed to be an important driver for competition (Spithoven, Clarysse, and Knockaert, 2011).

While there is considerable excitement within academic and practitioner communities about this topic, many firms continue to struggle with implementing open innovation (Chesbrough and Brunswicker, 2013). Amongst the challenges firms face include identifying open innovation activities, measuring open innovation outcomes, and identifying the mechanisms that lead to success with open innovation (e.g., Sisodiya, Johnson, and Gregoire, 2013; Spanjol et al., 2014).

This research study explores the role that research communities (e.g., science centers, universities, etc.) play in enhancing open innovation outcomes. In particular, our focus is on how innovating firms leverage knowledge spillovers from research communities. This knowledge is costlessly brought into innovating firms (Kaiser, 2002), and could possibly enhance research activity (Bharadwaj, Clark, and Kulviwat 2005; Henderson and Cockburn, 1996). Since knowledge spillovers can play a role in the evolution of technology (Appleyard, 1996), we consider whether the presence and pace of research performed in research communities has spillover effects to firms engaging in open innovation practices.

To further investigate the mechanisms that drive the use of this type of knowledge by innovating firms, we also consider the factors that influence success with utilizing knowledge spillovers. Accordingly, we direct our efforts towards studying the orientation towards open innovation, the various forms this knowledge could be presented, the firm level capabilities needed to be successful, and other firm level characteristics. To evaluate firm performance, we use measures of innovativeness and financial performance.

Simona Stan
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A Comparative Study of USA vs. Romanian Consumers' Marketer-Motivating Behaviors

Twenty-five years after the start of the transition from centrally planned to free market economies in Eastern Europe, many marketers of consumer products still lack a solid customer orientation. In free markets characterized by healthy competition and abundant product choice, consumers pressure marketers to embrace a customer orientation by engaging in marketer motivating behaviors: rewarding good marketers with positive word-of-mouth and loyalty and punishing bad marketers with switching and complaining behaviors. However, consumers in less established, still transitioning economies may have particular difficulties that affect their ability to effectively engage in such marketer-motivating behaviors. This paper investigates the extent to which consumers' marketplace self-efficacy interacts with their marketplace risk perceptions and action/outcome expectancies to determine consumers' tendency to engage in marketer-motivating behaviors. The conceptual model is tested with two empirical studies consisting of a sample of 243 Romanian and 201 USA Consumers.

The results indicate that consumer self-efficacy most consistently predicts marketer-motivating behavior; however other expectancies can compensate when self-efficacy is low. These expectancies generally predict marketer-motivating behavior better in Romania than in the U.S. As compared to American consumers, Romanians have lower self-efficacy and become more engaged in marketer-motivating behaviors when they perceive higher marketplace risk. They are also more collectivistic and place more emphasis on collective action/outcome expectancies which suggests the need for stronger consumer protection organizations. The managerial and public policy implications of this research highlight the need for marketers and agencies to help, educate and protect consumers, especially the more vulnerable ones.

Maria Stoletova
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Improving Supply Chain Management with TRIZ

Supply chain excellence is critical for an organization's growth, profitability, customer satisfaction, and competitiveness. Although supply chain management has been well studied in operations management, operations research, and other disciplines, psychological inertia can prevent business practitioners from effective resolution of supply chain issues. Even if the root cause of a problem is determined correctly, existing problem solving methods provide little help in developing solution ideas. For example, success of a solution brainstorming session depends on the past experiences and technical/business knowledge of the problem-solving team members, and utilizes readily available knowledge and subjective intuition. In contrast, TRIZ (a Russian acronym for the Theory of Inventive Problem Solving) offers a structured, better organized, and more robust approach to the generation of new, innovative and breakthrough solutions.

TRIZ is a method that enhances the solution development stage, enabling time efficient and low-cost solutions. TRIZ offers 40 innovative problem solving principles and four separation principles (separation in time, in space, between subsystems and upon condition) to resolve contradictions among the system attributes. TRIZ can be used for: supply chain problem formulation; determining an ideal vision of solution; selecting directions for solutions; and evaluating results using the formula for measurement of solution ideality.

The presentation discusses several short case studies demonstrating applications of TRIZ in the supply chain environment across selected industries, including electronics manufacturing and a service catering business. The case studies were developed in the course of the presenter’s consulting activities for local companies. In the case studies, supply chain problem solving involves improving inventory management, sales department forecast accuracy, and customer/ supplier communication of design changes.

Lidewey E.C. Van der Sluis
Professor, Nyenrode Business University, The Netherlands

Corporate Talent Selection: Finding Talents that Fit and Flourish in the Organization

What matters for organizations if they search and select people? What aspects of individuals are they looking for and what individual characteristics predict the value people could add to the organization? We investigated these research questions in large organizations in the international corporate world. We focused on the recruitment process related to vacancies in the C-suite of companies.

Our study combines literature that relates to labour economics, talent investment, organizational psychology, recruitment policies, and human capital management. The results show that the obvious and expressed aspects like educational background, the quantity and quality of working experience, and developed competencies in talent selection processes are seen as hygiene factors. Individuals that meet these skills-related criteria qualify for entering the selection process. During the selection process, the significance of skill-based selection is limited. Our study suggests that organizations rather randomly assess potential talent. Selecting people who will fit and flourish in the organization of concern is more than acknowledged judgment-based. Unwritten aspects of applicants like specific personal traits, personal background, and other non-work individual characteristics overweight written selection criteria.

Our main findings suggest that potential talent seems to be searched, assessed and selected by organizations through the eyes of the individual member of selection committees fueled by the humanity of jury members, organizational values and cultural norms.

Our research contributes to the awareness of 1) biased judgments in corporate selection processes, 2) context-dependency of talent assessment, 3) subjective norms because of people as assessors and their bounded rationality, and 4) the amplifying halo- and horn-effects in the search and selection of future talent. Next to these insights, this guiding paper includes an HR investment model that could be applied by organizations in order to improve their talent search and selection processes.

William Wagner
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The Wisdom of Crowds: A Longitudinal Study of Multi-Expert vs. Single Expert Systems

Recently, there has been a lot of interest in crowd-sourcing knowledge for a number of different applications. Crowd-sourcing today usually involves a large network of individuals, connected over the Internet, to share their information and knowledge in order to solve a particular problem. This has been successfully used for a variety of applications including graphic design, architecture, journalism, healthcare and agriculture. There are a variety of crowd-sourcing models with a variety of inducements, but they usually involve large numbers of non-experts collaborating or competing over the Internet [Papadopoulou and Giaoutzi, 2014]. Interestingly, expert systems (ES) have been developed using multiple experts since the early 1980s. While not involving large crowds of individuals, research on multi-expert systems (MES) has some similarities to crowdsourcing, but has primarily focused on developing knowledge acquisition techniques to help assimilate the knowledge acquired from multiple experts [Mateu and Reventós, 1995]. The present study examines the large corpus of expert system case studies for those that have involved multiple human experts as knowledge sources. A detailed content analysis of 311 expert system case studies covering a period of 33 years from 1983 to 2016 was performed. Of these cases, 109 involved multiple experts. Further value was added by using an impact scale to evaluate the overall "impact" or success of the resulting ESs. When this is considered, it turns out that multi-expert systems have a significantly higher impact than single expert systems. Other important determinants of ES success are compared; such as the problem domain, knowledge acquisition technique used, and knowledge representation schema used are examined. Identifying patterns in this corpus of ES case studies should help to better identify some useful best practices for future developers.

Monte Wynder
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The Effect of Proximity on the Ethical Evaluation of Environmental Performance

Proximity is an important theoretical and practical construct. According to Jones (1991) proximity influences the moral intensity of an ethical issue. This study seeks to determine the effects of proximity, and balanced scorecard (BSC) format, on the ethical evaluation of environmental performance. Building on a large body of research that has demonstrated decision biases in multidimensional performance evaluation, the results of an experiment indicate that an individual's ethical values have a greater influence on the evaluation of environmental performance when the victims are physically or culturally close. Furthermore, an individual's ethical values are more influential when environmental performance is presented in a separate BSC perspective. These results have important implications for MNCs that wish to communicate and reinforce the importance of environmental performance throughout geographically dispersed operations.

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Peng-Sen Wang
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An e-Kanban System for Sales-Production Integration-case of Semiconductor Wafer Ingot Pulling Manufacturing

The present study presents an e-Kanban system for the sales-production integration from a semiconductor wafer ingot-pulling manufacturing factory which is a multinational and has multiple plants around the world. Due to the multi-plant structure, it encounters a problem of an unbalance between capacities and customer demand. It has fourteen main customers, but each plant has its different production conditions. Shipping cost mainly decides the customers of each plant. Usually it supplies the customers in neighboring areas. However, the regional fluctuations in customer demand might result in uneven capacity requirements between plants. Orders are unable to be re-distributed under the situation so that the plants cannot share their capacities, causing uneven machine utilization and declining service levels and throughput. The study investigates how to effectively allocate orders to each plant to improve the performance of the wafer ingot-pulling process and allow administrators to monitor the on-site production and react quickly.

Case company originally assigned its plants to be responsible for customers nearby, but it turns into a centralized system on the study. The characteristic of the proposed lean-pull e-Kaban system is that orders are in the central queue for distribution before machines send a production signal. Machines are driven to send signals based on the production signal to choose appropriate orders from the central queue and accumulate them to form a production Kanban. The empirical results illustrate the efficiency and effectiveness of the proposed methodology.

Kaidong Yu
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Consumer Stress and Emotions in Chronic Problematic Food Situations

In developing countries such as China, consumers are still suffering from the devastating consequences caused by consuming unsafe food (O'Brien, 2015). On the one hand, Chinese consumers have experienced severe food scandals throughout years (e.g., Liu, Xie, Zhang, Cao, and Pei, 2013). On the other hand, the general food condition in China is problematic due to the usage of farm chemicals and fertilisers to boost the production for a long time.

Consumers are therefore generated stress and negative emotions by appraising the chronic stressful consumption situation. Based on the transactional theory of stress and coping (Folkman and Lazarus, 1984), researchers assume the function of coping is to deal with stress and negative emotions (Luce, Bettman, and Payne, 2001). The causal relationship reflects that where the stress is vanished, there is no need for coping. However, the present study argues that consumer might continue to cope for two reasons. First, consumers' continuous coping behaviour under a chronic strain has become psychological and behavioural inertia (Koval and Kuppens, 2012) without noticing that stress has faded away. Second, consumers may cope with the problematic situation per se rather than elicited stress and emotions. In addition, it is argued that positive psychological states may be generated along with negative emotions simultaneously in a stressful situation (Folkman and Moskowitz, 2000). However, no research to date has attempted to identify specific emotions in chronic stressful consumption situation.

Therefore, the aim of this research is to explore consumers' psychological states and stress status in facing long-term food safety issues.

This study employed a qualitative approach. Consumer face-to face interview is considered to be the most appropriate way to explore consumers' subjective view and lived experience (Marshall and Rossman, 2006). Data of 20 participants was collected in Shanghai (national large city) and Urumqi (regional large city) of China, with information saturation reached.

The novel findings of the present study contribute theoretically to consumer psychology and behaviour literature. First, the present findings support the argument that coping behaviours present where stress may not necessarily be a prerequisite. Specifically, consumers were found to cope with the issues continuously even when the stress is faded away. Second, this study provides evidence to support that both negative and positive psychological state can be arisen simultaneously in a chronic stressful consumption episode. Negative emotions identified were worry and disappointment, while positive emotion of hope was identified.