



THE ATHENS INSTITUTE FOR EDUCATION AND RESEARCH

Abstract Book

**22nd Annual International Conference on
Management
1-4 July 2024 Athens, Greece**

**Edited by
Sharon Claire Bolton & Olga Gkounta**

2024

Abstracts
22nd Annual International
Conference on Management
1-4 July 2024, Athens, Greece

Edited by
Sharon Claire Bolton & Olga Gkounta

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Preface

This book includes the abstracts of all the papers presented at the 22nd Annual International Conference on Management (1-4 July 2024), organized by the Athens Institute for Education and Research (ATINER).

A full conference program can be found before the relevant abstracts. 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 only after a blind peer review process.

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

To facilitate the communication, a new references section includes all the abstract books published as part of this conference (Table 1). I invite the readers to access these abstract books –these are available for free– and compare how the themes of the conference have evolved over the years. According to ATINER's mission, the presenters in these conferences are coming from many different countries, presenting various topics.

Table 1. *Publication of Books of Abstracts of Proceedings, 2011-2024*

Year	Papers	Countries	References
2024	33	18	Bolton and Gkounta (2024)
2023	45	20	Bolton and Gkounta (2023)
2022	39	27	Bolton and Gkounta (2022)
2021	38	19	Papanikos (2021)
2020	44	25	Papanikos (2020)
2019	42	25	Papanikos (2019)
2018	57	27	Papanikos (2018)
2017	46	19	Papanikos (2017)
2016	31	19	Papanikos (2016)
2015	46	17	Papanikos (2015)
2014	33	18	Papanikos (2014)
2013	72	28	Papanikos (2013)
2012	73	30	Papanikos (2012)
2011	98	29	Papanikos (2011)

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 can regularly meet to discuss the developments of their disciplines and present their work. Since 1995, ATINER has organized more than 400 international conferences and has published over 200 books. Academically, the institute is organized into 6 divisions and 37 units. Each 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

Editors' Note

These abstracts provide a vital means to the dissemination of scholarly inquiry in the field of Management. The breadth and depth of research approaches and topics represented in this book underscores the diversity of the conference.

ATINER's mission is to bring together academics from all corners of the world in order to engage with each other, brainstorm, exchange ideas, be inspired by one another, and once they are back in their institutions and countries to implement what they have acquired. The *22nd Annual International Conference on Management* accomplished this goal by bringing together academics and scholars from 18 different countries (Belgium, Brazil, Canada, China, Finland, France, Israel, Lebanon, Mexico, Poland, Portugal, Saudi Arabia, Slovakia, South Africa, Spain, Sweden, Türkiye, USA), which brought in the conference the perspectives of many different country approaches and realities in the field.

Publishing this book can help that spirit of engaged scholarship continue into the future. With our joint efforts, the next editions of this conference will be even better. We hope that this abstract book as a whole will be both of interest and of value to the reading audience. May it be a stimulus for further research and the progress of the discipline.

Sharon Claire Bolton & Olga Gkounta
Editors

**22nd Annual International Conference on Management,
1-4 July 2024, Athens, Greece**

Organizing & Scientific Committee

All ATINER's conferences are organized by the Academic Council. This conference has been organized with the assistance of the following academic members of ATINER, who contributed by reviewing the submitted abstracts and papers.

1. Gregory T. Papanikos, President, The Athens Institute & Honorary Professor, University of Stirling, U.K.
2. Sharon Claire Bolton, Vice President of Research, The Athens Institute, ex-Dean & Emeritus Professor, The Management School, University of Stirling, Scotland.

FINAL CONFERENCE PROGRAM

22nd Annual International Conference on Management, 1-4 July 2024,
Athens, Greece

PROGRAM

Monday 1 July 2024

08.30-09.30

Registration

09:30-10:00

Opening and Welcoming Remarks:

- o **Gregory T. Papanikos**, President, The Athens Institute.

10:00-11:30 Session 1

Moderator: Maria Fregidou-Malama, Professor, University of Gävle, Sweden.

1. **Cecile Schultz**, Professor, Tshwane University of Technology, South Africa.
Kelebogile Madiba, Lecturer, Tshwane University of Technology, South Africa.
Leigh-Anne Paul Dachapalli, Senior Lecturer, Tshwane University of Technology, South Africa.
Francisca du Plessis, Retired Lecturer, Tshwane University of Technology, South Africa.
Title: The Future of Work Study in the South African Context.
2. **Tien-Yu Lin**, Professor, Sanming University, China.
Title: The Optimal Replenishment and Packaging Policies for Deteriorating Items with Logistics Loss.
3. **Michael Mikhael**, MBA Student, Lebanese American University, Lebanon.
Manal Yunis, Associate Professor, Chair, Department of Information Technology and Operations Management, Lebanese American University, Lebanon.
Title: Impact of ICT on Business Continuity and Sustainable Performance: Mediating Role of Digital Transformation Culture.
4. **Francine Vachon**, Associate Professor, Goodman School of Business, Brock University, Canada.
Meet Masrani, Researcher, Goodman School of Business, Brock University, Canada.
Title: Business Startups: Gaining Intelligence from Open-Access Business Qualitative Datasets.

11:30-13:00 Session 2

Moderator: Francine Vachon, Associate Professor, Goodman School of Business, Brock University, Canada.

1. **Martha Rivera Pesquera**, Professor, IPADE Business School, Mexico.
Title: Transforming a Commodity into a Premium Brand: Avocados from Mexico Case.
2. **Frederic Jallat**, Professor, ESCP Business School, France.
Title: Symbolic Brand Positioning on the Music Streaming Market: An Axiological Framework.
3. **Maria Fregidou-Malama**, Professor, University of Gävle, Sweden.
Title: Impact of Institutional Barriers on International Marketing of Healthcare Services: Elekta in the Emerging Market of South Africa.
4. **Oksana Domina**, Postdoctoral Researcher, University of Helsinki, Finland.
Title: Marketing Development in Finland and Ukraine: Comparative Analysis.

13:00-14:30 Session 3

Moderator: Martha Rivera Pesquera, Professor, IPADE Business School, Mexico.

1. **Karel Lessing**, Senior Lecturer, Tshwane University of Technology, South Africa.
Jean Oberholzer, Student, Tshwane University of Technology, South Africa.
Cecile Schultz, Professor, Tshwane University of Technology, South Africa.
Title: Contributing and Constraining Factors Regarding the Implementation of Human Resource

Management on Boarding during the COVID-19 Pandemic at the City of Tshwane Metropolitan Municipality in South Africa.

2. **Pieter Smit**, Head, Department People Management and Development, Tshwane University of Technology, South Africa.
Cecile Schultz, Professor, Tshwane University of Technology, South Africa.
Ofhani Tshila, Student, Tshwane University of Technology, South Africa.
Title: Perceived Factors of the Performance Management and Development System of a South African State-Owned Company.
3. **Lize van Hoek**, Senior Lecturer, Tshwane University of Technology, South Africa.
Shalane Otto, Student, Tshwane University of Technology, South Africa.
Title: The Impact of Leadership on the Grit of International Migrated Teachers.

14:30-15:30 Lunch

15:30-17:30 Session 4

Moderator: Paul Contoyannis, Head, Health Economics & Management Unit, the Athens Institute & Associate Professor, McMaster University, Canada.

1. **Lingyun Huang**, Professor, Chongqing University, China.
Yanjun Zou, PhD Student, Chongqing University, China.
Title: The Inequality Effect of Industrial Robots: Evidence from Working Hours.
2. **Joseph Zeira**, Emeritus Professor, The Hebrew University of Jerusalem, Israel.
Title: The Rise of the Educated Class.
3. **Adam Suchecki**, Assistant Professor, University of Lodz, Poland.
Title: The Impact of Social Transfers on the Consumption of Cultural Goods – The Evidence from Poland.
4. **Rozenda Hendrickse**, Senior Lecturer, University of Pretoria, South Africa.
Title: Causal Theories Explaining Erosion in South African State and Public Services: A Theoretical Overview.
5. **Yajie Wang**, PhD Student, Fudan University, China.
Dan Li, Professor, Fudan University, China.
Title: The Role of Rumors in the Domestic Sovereign Debt Market: Evidence from Prewar China.

20:30-22:30

Athenian Early Evening Symposium (includes in order of appearance: continuous academic discussions, dinner, wine/water, music)

Tuesday 2 July 2024

09:00-10:30 Session 5

Moderator: Joseph Zeira, Emeritus Professor, The Hebrew University of Jerusalem, Israel.

1. **Michael MacColl**, Professor, Vancouver Island University, Canada.
Title: Re-Thinking Strategy Formulation.
2. **Jason Moschella**, Assistant Professor, HEC Montreal, Canada.
Title: Do Insiders Follow their Competitors' Trades?
3. **Peter Tingling**, Associate Professor, Beedie School of Business – Simon Fraser University, Canada.
Kamal Masri, Senior Lecturer, Beedie School of Business – Simon Fraser University, Canada.
Stephen Spector, PhD Student, Beedie School of Business – Simon Fraser University, Canada.
Title: Covid Asymmetry – Hardly an Ill Wind.
4. **Chux Gervase Iwu**, Professor, University of the Western Cape, South Africa.
Title: Gendering [Female] Entrepreneurship Conversations – Leadership, Power and Culture Conundrum.

<p>5. Parbudyal Singh, Professor, York University, Canada. <i>Title: Green Human Resource Management and Firm Performance.</i></p>
<p>10:30-12:00 Session 6 Moderator: Jason Moschella, Assistant Professor, HEC Montreal, Canada.</p>
<p>1. Patrick Vyncke, Full Professor, Ghent University, Belgium. <i>Title: Between the Central and the Peripheral Route: Investigating the Effectiveness of Communicative Nudging as a Third Advertising Strategy.</i></p> <p>2. Lance Gentry, Professor, University of Mary Washington, USA. <i>Title: Improving Text Survey Response Rates by Timing.</i></p> <p>3. Ahmed Khalil Ben Ayed, Assistant Professor, University of Ottawa, Canada. Marc Alexandre Tomiuk, Associate Professor, HEC Montréal, Canada. <i>Title: Service Encounter Toxicity and Role Maintenance: A Moderated Mediation Model of Perfectionistic Self-Presentation and Difficulty to Maintain Display Rules.</i></p>
<p>12:00-13:30 Session 7 Moderator: Cleopatra Veloutsou, Head, Marketing Unit, The Athens Institute & Professor of Brand Management, University of Glasgow, UK.</p>
<p>1. YuPei Chang, Professor, National Yang Ming Chiao Tung University, Taiwan. <i>Title: Marketing Strategies for Digital Games in the Globalized Market.</i></p> <p>2. Abdulelah Abed Althagafi, Assistant Professor, The University of Business and Technology, Saudi Arabia. <i>Title: Critical Comparison of Social Media Marketing Technologies in HE of Saudia Arabia and Scotland for International Student Recruitment.</i></p> <p>3. Sandra Miranda, Lecturer, Lisbon College of Communication, Polytechnic Institute of Lisbon, Portugal. <i>Title: Exploring Motivations and Preferences in Digital Influencer Engagement among American and Portuguese Higher School Students.</i></p>
<p>13:30-14:30 Lunch</p>
<p>14:30-16:30 Session 8 Moderator: Hemmat Safwat, Director, Energy Consultant, Greece.</p>
<p>1. Gulem Atabay, Full Professor, Izmir University of Economics, Türkiye. <i>Title: The Role of Interprofessional Education on Positive Attitude Development: An Experimental Study on Nursing and Medical Students.</i></p> <p>2. Jeremy Swanston, Associate Professor, University of Iowa, USA. <i>Title: Centering Community Voices in Design: Project PEER.</i></p> <p>3. Radka Leskova, Assistant Professor and Researcher, University of Economics in Bratislava, Slovakia. <i>Title: Sustainability Assessment and the Importance of Environmental Indexes for Companies Operating in Slovakia.</i></p> <p>4. Ricardo Teixeira Veiga, Full Professor, Federal University of Minas Gerais, Brazil. Márcio Augusto Gonçalves, Full Professor, Federal University of Minas Gerais, Brazil. André Torres Urdan, Full Professor, UNINOVE, Brazil. Celso Augusto de Matos, Assistant Professor, University of Lisbon, Portugal. <i>Title: Building Sustainable Business Models through a Hierarchical Ethical Approach and S-D Logic.</i></p> <p>5. Panagiotis Anastasopoulos, Associate Professor, University at Buffalo, USA. <i>Title: Using Statistical and Econometric Modeling to Enhance Predictive Machine Learning in Transportation Safety Research: A Theoretical Framework.</i></p> <p>6. Irina Rodriguez De La Flor, Researcher and CEO IMI, University of Alcalá, Spain. <i>Title: Inner Management and a Possible New Type of Human Intelligence.</i></p>
<p>17:00-20:00 Session 9 Old and New-An Educational Urban Walk</p>

The urban walk ticket is not included as part of your registration fee. It includes transportation costs and the cost to enter the Parthenon and the other monuments on the Acropolis Hill. The urban walk tour includes the broader area of Athens. Among other sites, it includes: Zappion, Syntagma Square, Temple of Olympian Zeus, Ancient Roman Agora and on Acropolis Hill: the Propylaea, the Temple of Athena Nike, the Erechtheion, and the Parthenon. The program of the tour may be adjusted, if there is a need beyond our control. This is a private event organized by ATINER exclusively for the conference participants.

20:30-22:00

Dinner

Wednesday 3 July 2024
An Educational Visit to Selected Islands
or Mycenae Visit

Thursday 4 July 2024
Visiting the Oracle of Delphi

Friday 5 July 2024
Visiting the Ancient Corinth and Cape Sounion

Abdulelah Abed Althagafi

Assistant Professor, The University of Business and Technology, Saudi
Arabia

Critical Comparison of Social Media Marketing Technologies in HE of Saudia Arabia and Scotland for International Student Recruitment

This research aims to explore the extent to which social media is used in Higher Education to formulate and implement social media marketing strategies. The research undertakes a structured comparison of the social media use for international student recruitment of Saudi Arabian universities versus universities in Scotland to discover the extent to which social media is deployed for international student recruitment. A review is conducted of published work on digital marketing frameworks in Higher Education. This is followed by an online content analysis of social media marketing content on digital platforms such as Instagram, Twitter, and Facebook. The outcome of the research proposes a comparison of social media marketing strategies used by Saudi Arabian vs Scottish universities.

Nemanja Antic
Associate Professor, Northwestern University, USA

Selected Facts

NOT AVAILABLE

Gulem Atabay

Full Professor, Izmir University of Economics, Türkiye

Burcu Peslikan

Graduate Student, Izmir University of Economics, Türkiye

&

Burcu Güneri Çangarlı

Full Professor, Izmir University of Economics, Türkiye

The Role of Interprofessional Education on Positive Attitude Development: An Experimental Study on Nursing and Medical Students

There is a growing awareness and initiative focused on enhancing collaboration and relationships among health professions, recognizing their pivotal role in improving healthcare services in terms of quality, workforce efficiency, and cost-effectiveness (Ateah et al., 2011; Lockeman et al., 2017). The establishment of positive interprofessional relationships and collaboration among health professions is significantly influenced by interactive experiences (Cruess et al., 2015). Among these interactive encounters, interprofessional education emerges as a notable initiative directed at nurturing collaboration and cultivating positive relationships within the realm of health professions. This paper explores how interprofessional education contributes to improving the collaborative relationship between nurses and physicians by cultivating positive attitudes. The study employed a pretest-posttest design involving 44 nursing and medical students. Data were gathered through both quantitative and qualitative methods. Students were organized into interprofessional teams and engaged in a six-week study involving visits to the homes of elderly individuals living alone. At the outset, participants completed a questionnaire covering demographic information and assessments of their attitudes towards each other's professions. The same questionnaire, with identical measures, was administered after the six-week study. The results revealed a significant increase in scores after the interprofessional education experience. Subsequent focus group interviews were conducted to gain deeper insights. The study highlights that interprofessional education can bring about a positive change in the attitudes of nursing and medical students towards each other's professions.

Ahmed Khalil Ben Ayed

Assistant Professor, University of Ottawa, Canada

&

Marc Alexandre Tomiuk

Associate Professor, HEC Montréal, Canada

Service Encounter Toxicity and Role Maintenance: A Moderated Mediation Model of Perfectionistic Self- Presentation and Difficulty to Maintain Display Rules

The societal mutations brought about by recent events such as the pandemic, inflation, and the advent of artificial intelligence have altered the relationships between companies and customers who no longer hold the same expectations. Specifically, service providers face increasingly demanding customers and front-line employees sometimes find themselves in the crosshairs of dissatisfied customers. This causes service interactions to become increasingly unpleasant, deviant, threatening and even harmful to service agents. In turn, this impairs service delivery and results in unscripted and unpleasant service experiences for both customers and service agents. Herein, we challenge the widespread assumption that compelling service agents to maintain their role at any cost, as long as the service encounter lasts, will improve service delivery. In fact, we posit that drawing solely on customer expectations to prescribe organizational norms and guidelines for service agents may not lead to satisfactory customer experiences. Moreover, doing so may prove toxic to service agents and lead to service failures. In Study 1, we fall back on appraisal theories of emotion to propose a multidimensional measure of service encounter toxicity which is subsequently tested and validated via exploratory and confirmatory factor analysis. Next, we draw on Conservation of Resources, Social Identity and Role Identity theories to delve into the mechanisms through which toxicity debilitates the ability of service agents to engage in emotional labor and to maintain their work-role identity as service agents. To do so, we examine the mediating effect of difficulty to maintain display rules on the relationship between service encounter toxicity and role maintenance via a structural equation model. In Study 2, we examine the moderating role of service agents' perfectionistic self-promotion (i.e., service agents' self-presentational efforts to create an image of being flawless during service encounters) in the mediated relationship between service encounter toxicity and role maintenance. Estimation of the moderated mediation model revealed that service agents characterized by higher levels of

perfectionistic self-promotion were more vulnerable to negative feedback and were more likely to sense difficulty to maintain display rules which, in turn, proved to be more disruptive for role maintenance. Furthermore, the negative indirect relationship between service encounter toxicity and role maintenance through difficulty to maintain display rules was stronger for employees with higher levels of perfectionistic self-promotion. This suggested that service agents characterized by higher levels of perfectionistic self-promotion were more vulnerable to psychological stress induced by service encounter toxicity. Finally, we conclude that a customer's experience is not solely shaped by the implementation of rules and quality standards which aim to satisfy customer expectations but that it also depends on the employee's experience. This implies a form of co-creation which is inherent to services marketing because services are actually produced and consumed simultaneously. In sum, we contend that service organizations should ground value creation on the quality of the social exchanges between customers and the service agents rather than exclusively focusing on customer expectations.

YuPei Chang

Professor, National Yang Ming Chiao Tung University, Taiwan

Marketing Strategies for Digital Games in the Globalized Market

With the flourishing development of the global media industry, digital games have emerged as a new form of media in the globalized market, influencing people's media consumption habits and daily lifestyles. As a cultural product within the entertainment industry, although digital games incur substantial production costs, their ability for extensive replication and cross-territorial distribution makes them one of the representatives in today's global media industry.

Taiwan is situated within the Asian digital gaming industry network. On one hand, it undertakes the localization and marketing of games produced in other countries. On the other hand, it also endeavors to conduct cross-border marketing for games produced domestically in Taiwan. This study focuses primarily on the digital gaming industry in Taiwan and explores marketing strategies for digital games in the context of a globalized market.

In terms of research methodology, this paper employs archival data analysis and in-depth interviews. Through archival data analysis, the paper collects documents such as Taiwan government policies related to the digital gaming industry, official websites of significant gaming companies in Taiwan, and major gaming community websites to depict the outline of the digital gaming industry. Additionally, this research visits 9 key publicly listed gaming companies in Taiwan and conducts interviews with representatives from these companies, including CEOs, executive assistants to CEOs, brand directors, project managers, assistant managers, and executives. The company visits and interviews aim to understand how these gaming companies operate as agents for games from other countries and how they promote their in-house games in the global market.

The research findings reveal that Taiwan's digital gaming industry plays a dual role as both a producer-exporter (game developers) and a recipient (game agents) in the global market. Under the conditions of globalization, marketing strategies for the digital gaming industry can be summarized in three points.

First, in terms of international marketing strategies, it is advisable to initiate a process of linguistic localization. Game companies will translate imported agent's game text, voiceovers, manuals, and

packaging into the local language, allowing players to receive cultural products from other countries without burden and in a relaxed manner.

Second, for international marketing strategies, content adjustments should be made based on user characteristics. Game companies adjust program designs according to the local user characteristics to cater to the preferences of local players. In other words, the same game released in different countries will have different game mechanics. For example, mainland Chinese players prefer fighting elements, so games released in China would enhance fighting functions. On the other hand, Taiwanese players prefer team cooperation, so games released in Taiwan would enhance cooperative features.

Third, for international marketing strategies, emphasis should be placed on local cultural customs. Game companies adjust aesthetics and content based on the cultural characteristics of the region of release. Taking racing games as an example, racing games in the United States need to feature car models and racers favored by the American population. However, if the same game is released in Europe, car models and racers would need to be adjusted according to European preferences. Additionally, game companies would also create special products based on the demands of local agents, such as adding elephant mounts for the Thai market or creating missions related to the Songkran Festival.

Oksana Domina

Postdoctoral Researcher, University of Helsinki, Finland

Marketing Development in Finland and Ukraine: Comparative Analysis

The development of marketing theory and practice in any country is evidence of its economic maturity and favorable prospects for growth. Marketing has undergone a long period of formation and today represents the dominant concept of business management. Moreover, the development of marketing theory increasingly occurs through real economic practice. Historically, marketing emerged as a reaction to the existing market situation, and thereafter all stages of the development of marketing theory have been associated with qualitative market changes. Traditionally, marketing activities have been related to a sharp change in the ratio between aggregate demand and aggregate supply, the prime example being the upheavals caused by the technological revolution of the late 19th century, which qualitatively changed the material and technological basis of production. It is from this period that the need arose for a management concept that takes account not only of the internal factors of the entity concerned but also of factors of the external market environment. Today, the global theory and practice of marketing has undergone almost one hundred years of evolution and development.

In the context of our study, this development has been determined by two histories that began separately in different eras: the history of marketing in Finland and the history of marketing in Ukraine. These sovereign states differ markedly and have emerged from diverse backgrounds. In Ukraine, the history of marketing began during a period of market transformation and changes to the social order. By contrast, the development of the Finnish marketing industry was supported and endorsed with the reciprocal relationship between multiple key marketing practitioners and institutions.

The issue of the unified system of criteria for analysing the marketing development for countries with different historical, economic, and cultural backgrounds remains unexplored.

Maria Fregidou-Malama

Researcher, University of Gävle, Sweden

Akmal Hyder

Researcher, University of Gävle, Sweden

Michele Rydback

Senior Lecturer, University of Gävle, Sweden

&

Vannie Naidoo

Associate Professor, University of KwaZulu-Natal, South Africa

Impact of Institutional Barriers on International Marketing of Healthcare Services: Elekta in the Emerging Market of South Africa

Dealing with healthcare is a complex phenomenon due to the involvement of patients, concern about life situations and interactions between people and firms in the service delivery process. The marketing of healthcare is complex in the emerging markets because of institutional barriers and the influence of cultural context. This study explores the impact of institutional constraints on the process of healthcare services marketing in South Africa. We conducted a case study on Elekta, a Swedish subsidiary company in South Africa, with 23 employees in 2022/23, by using interviews, direct observation and company documents. Elekta is a Swedish Multinational Company (MNC) in cancer treatment and the largest supplier in emerging markets. Two research questions are addressed: What institutional limits healthcare service providers meet in the emerging market of South Africa? How do they deal with institutional constraints to develop networks and marketing strategy? We analyze the role of formal and informal institutional constraints and how the service provider deals with it by developing network and trust in the local market. The findings show that for international marketing of healthcare services it is essential to follow local rules and regulations to be able to develop relationships with authorities and local bureaucracy. It is important to standardize the offering and offer the same quality of service as in developed countries.

Relationships with academic hospitals and local customers, offering access to professional experience world-wide, and know-how, impact trust development. Establishing relationships with complementary firms, use of local expertise, adaptation to local institutional arrangements, helping for planning of the service and offering cheap high-quality solutions are vital for network development and

marketing of healthcare services in an emerging market. To our knowledge, no study has focused on institutional barriers and the context in regards with healthcare practices in emerging markets. This study fills this gap and makes the following contributions: (1) extends institutional theory by linking infrastructure factors with network theory, trust development and marketing strategy, (2) applies a process perspective focusing on the practice of healthcare in an emerging market and (3) explores emerging market context in relation to a sensitive and relevant area of cancer services marketing. The following issues are highlighted:

- 1) Public organisations, as market actors and their stake of equal distribution of healthcare treatment to all people that need it, impact and contribute to the construction of networks and marketing strategy in the healthcare market.
- 2) The actors in the social arena where the issue of public healthcare is discussed interrelate with the healthcare service providing firm and its competitors to power position themselves in the healthcare market.
- 3) To succeed with marketing in the emerging market of South Africa marketers must deal with institutional barriers, construct networks with the institutions of public organisations, contribute to same quality treatment as in advanced markets and help to form and expand the boundaries of cancer market.

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Improving Text Survey Response Rates by Timing

Can a researcher improve survey response rates by sending invitations on a certain day of the week? What about by sending at a certain time of day? Text survey response rates were tested by the day of the week and time of the day. Three groups of texts were sent for six days in a row (Monday through Saturday) to unique phone numbers to Midwestern United States phone numbers. Texts were sent at three different times each day (mid-morning, mid-afternoon, and late evening). Results indicate that some days and times generate higher response rates than others.

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Causal Theories Explaining Erosion in South African State and Public Services: A Theoretical Overview

The erosion of the South African state and its public services can be understood through various social, political and economic factors. It is important to note that these issues are complex and multifaceted, often intertwined and mutually reinforcing. Several theories and patterns can help explain the erosion of the state and public services in South Africa. The core objective of this paper is to elucidate the foregoing with specific focus on purposely selected theories such as Neopatrimonialism, State Capture, Dependency Theory, Institutional Theory and Social Contract Theory and its implications for governing the South African state, and its public services. This paper will be located within a qualitative paradigm, in particular document analysis, where secondary sources of information will be scrutinized to find reasons for why things are the way they are in the South African context with the view to make recommendations on how the highlighted challenges could be addressed. This paper will make a conceptual contribution to the notion of the erosion of South African public sector institutions in general, and the field of Public Administration in particular. The paper recognizes that addressing the erosion of the South African state and public services requires comprehensive reforms, including tackling corruption, improving education and healthcare systems, creating jobs, and addressing economic inequalities. It also necessitates strengthening institutions and promoting good governance to restore public trust and ensure sustainable development.

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&

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The Inequality Effect of Industrial Robots: Evidence from Working Hours

The application of industrial robots has raised concerns about the widening gap in working hours, which could further exacerbate social inequality. This study utilizes data from the 2014-2018 China Household Tracking Survey, coupled with regional levels of industrial robot penetration, to investigate the impact of industrial robots on working hours in China. Findings reveal a significant increase in weekly working hours and the likelihood of overwork among Chinese workers following the adoption of industrial robots, particularly pronounced within less-skilled workers. Mechanism analysis show: Firstly, income incentives emerge as the primary driver for extending working hours, with less-skilled workers experiencing heightened incentives due to their comparatively lower incomes. Secondly, the jobs of less-skilled workers are more easily replaced by industrial robots, and the pressure from job displacement has led to an increase in working hours. Thirdly, the scale effect induced by industrial robots significantly enhances the likelihood of low-skilled workers finding employment, leading to an increase in working hours. Further analysis reveals that workers without labor contracts and those employed in non-state-owned enterprises are more significantly impacted by industrial robots in terms of working hours. Increasing the minimum wage standards, implementing labor contract laws, and coordinating urban and rural medical insurance schemes significantly mitigate the inequality in working hours caused by industrial robots. Industrial robots significantly boost income, albeit with relatively modest increases for less-skilled workers. This study holds significant implications for advancing high-quality employment and promoting shared prosperity.

Chux Gervase Iwu

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Gendering [Female] Entrepreneurship Conversations - Leadership, Power and Culture Conundrum

For centuries, the concept of leadership has gained traction in every knowledge field. As widely known the term is, it has nonetheless proved difficult to define. The difficulty to define it is linked to several factors namely its association and near similarity to the concept of management, power-leadership relations, and culture nexus. Regarding management, scholars have argued that as a management function, leadership is only as good as other management functions. Thus, successful leadership requires the appropriate execution of other functions. There is, however, a description of leadership that seems to suggest this dichotomous but related expression of ability, influence, and purpose. This description is that of leadership as the ability to influence a group of people to pursue a goal (purpose). It is often said that ability can be derived from several sources, namely power, authority, knowledge, and presence or physicality. In the African setting, it is documented that women have little or no power or authority over most of society's affairs. Equally, naturally, women are born with softer, milder looks and, as such, do not present masculinity. Their knowledge, according to some researchers, is often limited by a lack of opportunities in a patriarchal setting. It is therefore unsurprising that there are schools of thought that have indicated the reliance of effective leadership on the extent of power (authority) one has and or is seen to have. Culture on the other hand relates to leadership based on the varied conceptions of leadership that are often said to be culture specific. Could these be the reason why the term leadership has yet to find a commonly accepted definition? Can this lack of a definitive definition suggest why leadership is often misunderstood in certain circumstances? Linked to the misunderstanding associated with leadership, an argument that is currently topical is linked to women's denial of opportunities based on culture. African traditions have only recently begun to prioritize women as significant participants in the mainstream economy. Before now, African society has remained and some would argue, remains patriarchal. Patriarchal societies tend to favor men over women. Could this be why the glass-ceiling effect has become a common topic in economic and management sciences research? Can this also be true in the case of female entrepreneurs who are less fortunate than their male counterparts? These questions and

more are proposed for this study which would likely adopt a mixed-method approach to source the views of small enterprise owners- males and females - for relatable answers.

The researcher believes that answers to those questions will likely enrich policy development practices that not particularly prioritize women enterprise owners but provide a good basis for equity, diversity, and inclusivity discussions.

Frederic Jallat
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Symbolic Brand Positioning on the Music Streaming Market: An Axiological Framework

The music industry has shifted towards subscription models that sell access to vast collections of musical content. This shift is the result of significant economic, technological, and cultural changes and presents listeners with a dizzying number of possibilities regarding the music they can access.

In that sense, the growth and popularity of music streaming platforms are generally seen as a win for music consumers, giving them greater freedom and virtually limitless access to musical content. But some authors have also emphasized that if streaming services are in the business of creating branded musical experiences -which first appear to offer fluid and abundant musical content - they rather create circumscribed tiers of content access where platforms are the brand - brands which are much less attractive than the ones of the artists.

Yet as these services foster new cultures, practices and economies of musical circulation and consumption, they also create a brand new ecosystem, and challenge the established norms of promotion and consumption in an era of digital streaming.

Promotion traditionally refers to any type of communication used to inform or persuade a targeted audience of the relative merits of a product, a service, a solution, an experience, a brand or even a person.

Its objectives -especially in a digital environment- is to increase awareness, stimulate interest, develop appreciation, generate sales and ultimately favor brand loyalty, recommendation, and advocacy.

Our research emphasizes questions and challenges related to the symbolic brand positioning on the music streaming market and provides an historical and thorough analysis of their semiotic universe through case studies of advertising campaigns on the market. Its axiological framework allows to build four specific categories of consumer values based on the semantic analysis of the advertising content of two main competitors (namely Spotify and Apple Music). These positions provide a basis for the management of the brand identity in respect with questions and challenges, inspired by a semiotic model of identity.

Our formulated axiological framework creates a mapping for potential brand identity innovations, highlighting existent and possible future positions for a given platform brand within its category. Brand

managers can refer to formed axiological framework in order to get insights into the deep structure of the music streaming market, and insure a sustainable development of the brand as *a factory of meanings*.

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Sustainability Assessment and the Importance of Environmental Indexes for Companies Operating in Slovakia

This paper focuses on the sustainability assessment of companies operating in Slovakia, with an emphasis on the importance of environmental indexes. In the theoretical part, we analyze the most commonly used environmental indexes, providing a detailed overview of 9 sections that characterize each index. We pay particular attention to the **ESG** (*Environmental, Social and Governance Index*) and **SDG** (*Sustainable Development Goals Index*) **indexes**. The **ESG index** is currently one of the significant indicators in the environmental field. It assesses environmental, social, and governance factors of companies and investment products. The index focuses on environmental aspects and measures companies' efforts to minimize their negative impact on the environment. It considers factors such as *energy efficiency, waste management, greenhouse gas emissions, and biodiversity protection*. The ESG index provides investment companies and investors with a tool for assessing and comparing the environmental sustainability of companies. It supports and stimulates investments in environmentally responsible companies and contributes to sustainable development and environmental protection. The **SDG index** measures and assesses countries' progress towards achieving the sustainable development goals set by the UN in the **Agenda 2030 framework**. It allows for the comparison and evaluation of the performance of individual countries in the area of environmental protection and contributes to global efforts towards achieving sustainable development. The SDG index is a valuable tool for *monitoring progress and supporting measures to protect the environment and achieve sustainable development goals* in Slovakia and across the EU. By comparing the ESG and SDG index scores for selected **EU-27 countries**, with Slovakia serving as a case study, we aim to identify their relative positions in terms of sustainability and the performance of individual countries within the EU. This information can be utilized as a guide for decision-making by firms and organizations in **Slovakia**, enabling them to take concrete measures to support sustainable development and improve their *environmental, social, and governance* performance. While data source and methodology

variations can affect index results, critical analysis is recommended for informed decision-making.

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Contributing and Constraining Factors Regarding the Implementation of Human Resource Management on Boarding during the COVID-19 Pandemic at the City of Tshwane Metropolitan Municipality in South Africa

Orientation: The rapid lockdown and restriction of mobility during the pandemic (COVID-19) necessitated the accelerated implementation and use of technology to aid the work-from-home measures to do normal work activities. South Africa was largely unprepared to work from home and for computer-based work practice and the technological interface. Several factors hampered the implementation of employee onboarding efforts, both online and face-to-face. These include a lack of internet fiber connection, network capabilities, electronic and computer infrastructure, computer hardware, internet connection, and sporadic electricity load-shedding, that is, the controlled temporary reduction of electricity supply to clients for several hours a day.

Motivation for the study: Onboarding as a human resource management (HRM) process during the COVID-19 pandemic required rapid change and adaptation of processes to existing work practices in the work environment to ensure the continuation of work and HRM practices. Various HRM work practices contributed to continued employee onboarding, while certain practices hindered the onboarding process during the pandemic period. The researchers wanted to determine how the implementation of onboarding during the COVID-19 pandemic was hindered and what factors contributed to the onboarding process.

Research purpose: To explore the contributing and constraining factors regarding the implementation of Human Resource Management onboarding during the COVID-19 pandemic at the City of Tshwane Metropolitan Municipality in South Africa.

Research approach, design and method: A qualitative research methodology was used for this study, within an interpretive phenomenological research design. Semi-structured interviews were conducted face-to-face to collect data from the selected participants

using inclusion criteria. Social-distancing measures necessitated the use of videoconferencing interview methods. The data collected from the interviews were analysed using thematic analysis, with ATLAS.ti used for coding.

Main findings: In the exploration of the contributing and constraining factors towards onboarding during COVID-19 at the City of Tshwane Metropolitan Municipality, the participants also discussed the future onboarding efforts.

During the data analysis process, the following themes were identified as contributing and constraining factors for onboarding during COVID-19:

Contributing factors: videoconferencing tools, paperless systems, online onboarding, intranet, and department-specific onboarding.

Constraining factors: videoconferencing tools, online onboarding, onboarding shortened/reduced, onboarding halted, network and mobile connections, electricity load-shedding, funding, familiarity with technology, COVID-19 regulations, and the availability of resources.

Practical and managerial implications: This study's practical application highlights the workplace work methods where changes and adaptation will be required to ensure that employee onboarding continued during a time of lockdown and remote working conditions. The managerial implication of this study relates to the need to rethink employee onboarding processes, based on the findings from implemented practices during the COVID-19 pandemic. Managers can utilise the information to improve a hybrid combination of onboarding processes for the future, ensuring that the onboarding process remains efficient and effective.

Contribution: This study contributed to the adaptation of work methods to be agile and to improve onboarding processes within municipalities within South Africa, as most municipalities operate under similar conditions. The study highlighted barriers to effective online onboarding, provided methods to overcome these barriers and adapt to the current and future work processes.

Tien-Yu Lin

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The Optimal Replenishment and Packaging Policies for Deteriorating Items with Logistics Loss

This paper aims to investigate the optimal replenishment and packaging policies for deteriorating items in the presence of logistics loss. We consider the deterioration of items during storage and transportation, while also incorporating factors related to logistics losses, with the goal of maximizing overall supply chain efficiency. Firstly, we establish a mathematical model based on the deterioration of items, taking into account the impact of time and the varying rates of deterioration on replenishment decisions. Through the analysis of different replenishment frequencies and quantities, we seek to identify the optimal replenishment strategy to maximize system benefits. Secondly, logistics losses, including transportation and storage losses, are considered. We introduce cost models associated with these losses and, building upon the optimal replenishment strategy, further optimize the packaging policies to reduce logistics losses and enhance the overall efficiency of the supply chain. Finally, through numerical experiments and sensitivity analysis, we validate the effectiveness of the proposed strategies and explore the influence of various factors on the optimal policies. Our research provides valuable theoretical guidance for supply chain management considering both item deterioration and logistics losses, offering practical recommendations for decision-making in real-world operations.

Michael MacColl

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Re-Thinking Strategy Formulation

This paper seeks to reinvigorate strategy formulation from an often rote and somewhat uncritical assessment that mostly culminates in an indistinct, generic and uninspiring conclusion.

We propose to firstly, integrate elements of the I/O and resource-based perspectives into a logically linked singular approach. Secondly, and central to both analysis of the firm and the assessment of competitive advantage, we leverage the importance of Market Competency as the force majeure of analysis and strategy formulation.

The consequences of this are that we dispense with considerations for SWOT analysis and limit our reliance on industry analysis from providing a “generic strategic position”, towards designing a tailored (redesigned), firm-specific activity set. The strategy reformulation results in a reconfiguration (Competitive Configuration) of a (mostly) unique profile of Market competencies for the firm. The resultant market competencies profile, while based on operational activities, will still lend itself to a business level strategy label depending on the blend of low cost and differentiation features in the activity set. The extent to which value chain activities are altered has the potential to go beyond business level issues and impact the level and type of corporate strategy diversification. At this point, the creation of new emergent industries is possible.

This approach attempts to avoid the strategy formulation pitfalls of the “competency trap” and what also can be called an “industry trap” by enabling a focus on the customer and the uncertainties of the market, rather than on data, that for the most part, we already know.

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**Exploring Motivations and Preferences in Digital
Influencer Engagement among American and Portuguese
Higher School Students**

In today's digital age, the pervasive influence of digital influencers on youth behavior has become a prominent aspect of contemporary culture. Digital influencers, individuals who leverage social media platforms to cultivate large followings and shape audience perceptions, wield significant power over young peoples' attitudes, preferences, and behaviors. This phenomenon is particularly salient among high school students in diverse cultural contexts, where the intersection of digital media, youth culture, and cultural identity gives rise to complex dynamics.

Culture serves as a foundational framework that shapes individuals' beliefs, values, and social norms, influencing their perceptions and interactions with digital media. Moreover, cultural differences and nuances play a crucial role in shaping the reception and interpretation of digital influencer content among youth across different cultural contexts.

Motivations and preferences in digital influencer engagement are essential factors shaping the dynamics of youth interaction with digital media. Understanding what drives students to follow specific influencers and their preferences for content types, platforms, and communication styles can provide valuable insights into the underlying mechanisms of influence.

This study investigates how American and Portuguese higher school students perceive, engage with, and in their perspective, are influenced by digital influencers,. The research objectives include understanding perception, motivations, and preferences, analyzing

engagement and identifying cross-cultural differences in the role of digital influencers in youth behavior.

A qualitative approach based on focus group discussions was employed, involving students from both countries to delve deeper into their perceptions, motivations, preferences, and experiences with digital influencers, as well as their influence on attitudes and behaviors. A comparative analysis of the data collected among Portuguese and American student groups was conducted to elucidate cross-cultural differences in digital influencer engagement.

Expected results include a deeper cultural understanding of how cross-cultural differences may influence the relationship between digital influencers and American and Portuguese high school students. This research contributes to the growing body of literature on digital media influence and cross-cultural dynamics, providing insights into the complex interplay between digital influencers and youth behavior in diverse cultural contexts.

Jason Moschella
Assistant Professor, HEC Montreal, Canada

Do Insiders Follow their Competitors' Trades?

I develop new measures of insider sentiment that capture the clustering of insider trades across peers in the same industry and across the broad market. These measures serve as indications of conviction among insiders within an industry and at an aggregate market level. I find that my measures of aggregate insider sentiment are positively related to firm-level insider trading activity, and that these relationships are economically meaningful. Results of cross-sectional tests reveal that the effects of industry-level insider sentiment are moderated by product market competition, intra-industry earnings co-movement, and firm-level information asymmetry. In addition, the effects of market-wide insider sentiment are moderated by economic policy uncertainty and firm-level information asymmetry. Finally, I find a strong association between aggregate insider sentiment and future abnormal stock returns, even though aggregate insider sentiment does not map well to firms' future earnings and cash flow processes. I also document a high degree of co-movement in insider sentiment across the Industrials, Consumer Discretionary, Health Care, and Technology sectors, and that the co-movement is somewhat persistent over a 1-quarter time horizon.

Martha Rivera Pesquera
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Transforming a Commodity into a Premium Brand: Avocados from Mexico Case

Since 2015, Avocados From Mexico has masterfully used social media to stimulate audience participation. Initially, the company used common digital marketing strategies to generate awareness by increasing the frequency of advertisements and soon after moved to a more advanced plan. Creativity and innovation were fundamental in its strategy. Avocados From Mexico used interactivity and connectivity to create a better customer experience by capturing data from end consumers. The company, marketing strategy and overall approach was to increase avocado consumption in the US market. Three elements supported the communication strategy: a clear mission, a well-defined target market, and excellent positioning. Avocados From Mexico achieved the objectives of generating an outstanding brand and at the same time creating value for the consumer and avocado producers. In just five years, Avocados From Mexico achieved its goal of becoming the number one avocado brand in the United States by increasing consumer preference by 250%. They were successful in building brand value from 2015 to 2020 in three areas: TV, PR, and digital. But in 2021 they asked themselves: what would happen if we stopped investing in television and instead supported the buyer with PR and digital media? So, they moved their TV budget to a Brandformance strategy, achieving extraordinary results and record sales in 2021.

What this case teaches us is how companies can manage the five pillars of modern marketing practice: 1) centralization and integration, 2) data management and CRM, 3) technology adoption and Martech, 4) Customer Journey, and 5) KPIs and metrics.

This case shows us how the new marketing is evolving and how the CMO should change the mentality for the future.

Irina Rodriguez De La Flor
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Inner Management and a Possible New Type of Human Intelligence

Using an historical analysis of intelligence theories, the study aims firstly to identify whether the abilities related to the Inner Knowledge Management (IKM) model are connected to one or more types of intelligence. Secondly this study seeks to investigate if there are IKM abilities that are not connected to any intelligence theories. Lastly the study aims to show that certain IKM abilities that have never been described in any previous intelligence theory could be the base for a new type of intelligence named Conscious Intelligence. To conclude, the study proposes that this new type of intelligence could be potentially positioned in between the Emotional intelligence theories and Spiritual intelligence theories. The study is limited to theories that have been proposed in the XX and XXI centuries.

Different human intelligence theories have measured numerous human abilities, factors, or variables to define various types. Traditional theories of intelligence focused on cognitive abilities that were related to a type of knowledge that contained an objective component, such as the mathematical or the verbal skills, the memory, or the problem-solving abilities. More modern theories of intelligence consider also abilities that possess a non-purely objective component. This is the case of the so-called Emotional Intelligence (Killian, 2012) that studies the ability to understand other's feelings, the Social Intelligence (Gilbert, 2019) that studies the ability to connect with others or the Spiritual Intelligence (Currie, 2023) that studies the ability to connect with the spiritual life.

Cognitive intelligence theories study cognitive abilities that allow individuals and organizations to organize and manage objective knowledge that is related to the physical world. This helps societies to develop efficient political, social, economic, and industrial systems. Emotional intelligence theories study abilities that allow individuals, organizations, and societies to be aware of emotions and feelings, to manage and communicate emotions or to engage with others, abilities that are also fundamental for the human progress. Spiritual intelligence theories study abilities that allow individuals to connect with their higher self, to see the spiritual in everyday life or to connect with a higher consciousness.

Despite all the progress, there are still economic, social, political, and environmental inefficiencies that happen at individual, local, national, and international level due to subjective differences. Physical, mental, emotional, and spiritual needs are often managed in isolation and new perspectives need to be explored if we want to create solutions that consider the interconnectedness of all individuals and all societies.

The purpose of this article is twofold. Firstly, the study aims to carry out a conceptual analysis of the abilities defined in the different theories of intelligence from the traditional Cognitive Intelligence, the Emotional Intelligence, or the Multiple Intelligences theories to the most modern theories of intelligence such the Spiritual Intelligence. Secondly, the study aims to analyze if the abilities and competences developed by the IKM model and based on subjective variables are related to a particular type of intelligence, or, in case they are not, if those competencies can be considered a new type of intelligence.

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The Future of Work Study in the South African Context

Orientation: To survive in the current competitive and global environment, it is important for organisations to continuously look at ways to improve efficiency and productivity. The field of work study focuses on improving the productivity and efficiency of humans, machines and materials.

Motivation for the study: The future of work study in the South African context became blurred as work study moved from being units on its own to now falling under other units such as Human Resource Management and Organisational Development. Work study is an important function in organisations but the future thereof in South Africa is uncertain.

Research purpose: The purpose of this study was to explore the future of work study by looking at the barriers and contributors of work study in the South African context.

Research approach/ design and method: The study was exploratory in nature and a qualitative research method was used. This research adopted a constructive interpretive approach, which comprised the specific field experiences, perceptions, views and evidence as well as the multiple realities of experts in work study. Purposive sampling was used to include work study practitioners who were members of the Southern Africa Institute of Management Services (SAIMAS) with more than 5 years of work study experience. Semi-structured email interviews were used to gather data from twelve volunteering participants. The interview transcripts were transferred to Excel sheets to facilitate analysis. Thematic analysis was used to analyse the data. Manual colour coding as well as deductive and inductive coding were used. The saturation of data, where enough data was collected to draw the necessary conclusions and any further data collection would not produce new value-added insights, was taken into consideration.

Main findings: The following themes were identified: Lack of understanding the role of work study, manipulation of work study, lack of decision-making power, lack of management support, excellent competencies, meeting business needs and adding value to the organisation.

Practical/managerial implications: For work study to ensure a managerial impact, it should help management and work study practitioners to be aware of the barriers and contributors to achieve a smooth production flow with minimum interruptions. The lack of management support might negatively impact work study. South Africa organisations should rethink work study to remain competitive in a fast-changing world.

Contributions/value-add: The future cannot be predicted but alternative work study futures can be forecasted and referred futures can be envisioned and then invented. Work study can contribute in giving South African organisations a competitive edge. In this study, new knowledge about the barriers and contributors of work study were obtained.

Parbudyal Singh
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Green Human Resource Management and Firm Performance

Sustainability is currently a global challenge and organizations are increasingly using more environmentally sustainable management practices and processes. Green human resource management (GHRM), or the human resource management (HRM) aspects of environmental management (EM), is pivotal to effective EM at the organizational level through employee training, performance management, and rewards, among other practices. GHRM is a socially responsible and sustainable HRM system, where the GHRM practices are usually aligned with the environmental sustainability goals of the organizations with aim at developing human capital that support those goals of the organizations. However, there is a paucity of in-depth research examining the impact of GHRM on firm performance. While a growing body of research has investigated the impact of GHRM on employees, the firm-level impact of GHRM is largely unknown. There is also a need to go beyond firm profits as the measure of organizational success to include wider environmental performance indicators. In this paper, we review the literature on GHRM and firm performance, advance theory and propositions, and discuss avenues for future research.

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Perceived Factors of the Performance Management and Development System of a South African State-Owned Company

Orientation: State-owned companies play a significant role in the South African economy. In key sectors such as electricity, transport (air, rail, freight, and pipelines), and telecommunications, such companies play a lead role, often defined by law, although limited competition is allowed in some sectors such as telecommunications and air. Continuous performance management helps managers who work at state-owned companies to track employees' progress against goals and personal development and make informed decisions about additional compensation. A performance management and development system (PMDS) is a significant and key strategic issue facing state-owned companies in South Africa.

Motivation for the study: It is not clear what the PMDS factors within South African state-owned companies are. Knowledge of such factors may assist managers in successfully implementing the PMDS at state-owned companies to improve employee performance.

Research purpose: The study intended to explore the perceived PMDS factors at a selected South African state-owned company by using an open-ended research approach.

Research approach/ design and method: An exploratory research design and a qualitative research method within interpretivism as the research philosophy was adopted in this study. Semi-structured face-to-face interviews were conducted to collect data from 12 employees in one of SA's state-owned companies. A purposive sampling technique was used to include the relevant participants. The saturation of data was taken into consideration. The data collected from the interviews were analysed using thematic analysis, with ATLAS being used for coding. Deductive and inductive coding were used.

Main findings: The following themes were identified in this study: Favouritism, working in silos, insufficient capacity building, ineffective

performance management, incompetent and unethical managers, complicated scorecard template, misconception of the performance management process, financial constraints and a lack of strategic plans.

Practical/managerial implications: The management cadre of the selected state-owned company can utilise this study's findings to improve the implementation of PMDS. Knowledge of the PMDS factors will also allow management to proactively identify potential areas for improvement. If the management of this South African state-owned company does not consider these identified PMDS factors, the implication may be that poor decisions could lead to a lack of achieving organisational goals and ultimately staff turnover.

Contributions/value-add: This study added to the body of knowledge on PMDS factors within a South African state-owned company. This study showed that the PMDS should be aligned with the company's mandate. Lastly, the study contributed to a better understanding of the employees' perceptions and recommended ways of improving the effective implementation of the PMDS.

Adam Suchecki

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The Impact of Social Transfers on the Consumption of Cultural Goods – The Evidence from Poland

Many countries have introduced programs providing direct transfers in cash as a form of social aid. Some of these programs have a crucial impact on children and families. In many cases, this kind of direct support increases the level of income in the household. Also, income is one of the substantial determinants of the demand for cultural goods.

The main aim of this article is to figure out the impact (positive) of the direct social transfers programs on the individual cultural consumption of the cultural goods in Poland. The time range of the research is separated into two sets: the years 2012 – 2015, and the years 2016 – 2021 when one of the widest program - “Family 500 Plus” was implemented. The results of the evaluation of the double logarithmic regression reveal the strong negative impact of the program on households’ budget expenditures on cultural goods per capita.

Jeremy Swanston
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Centering Community Voices in Design: Project PEER

In the contemporary marketing landscape, the intersection of graphic design with human-centered and socially-conscious principles provides a powerful channel for not only understanding community needs but also engaging with them in meaningful ways. This presentation showcases the Project PEER (Prevent, Engage, Empower, and Respond) initiative, a federally funded interdisciplinary collaboration between The University of Iowa and Southern University and Agricultural & Mechanical College-Baton Rouge, as an example of how design, through branding and marketing, can enhance public health campaigns. This project focused on a culturally-responsive, Human Immunodeficiency Virus (HIV) and Substance Use Disorders (SUDs) prevention program for African American young adults (ages 18-25), a demographic often underrepresented in traditional health marketing strategies. Employing community-responsive design solutions that are positive, bold, and engaging was critical to launching a public awareness campaign that eradicates the stigma around HIV and substance use prevention, and empowers African American young adults with critical information, strategies, and community connections to meet their own health needs.

Central to this approach is the role of branding and marketing in making health information accessible and relatable. The design process in Project PEER involved extensive community input to ensure that the resulting products—ranging from digital assets to print materials—were not only visually appealing but also culturally pertinent and informative. This participatory design process ensures that the materials are not only seen but also acted upon, thereby amplifying the campaign's reach and impact.

This presentation will delve into the specific strategies employed in Project PEER, discuss the preliminary outcomes, and explore the potential for scaling and adapting these methodologies to other public health challenges and demographic groups. Through this discourse, the presentation aims to provide valuable insights and frameworks that can be utilized by marketing professionals and designers alike in creating more engaging and impactful marketing campaigns directed at marginalized communities.

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**Building Sustainable Business Models through a
Hierarchical Ethical Approach and S-D Logic**

Sustainability must be instilled in the business models to fight environmental destruction. Care for the environment must be prioritized from the design to the business management. A recent revision of the Business Model Canvas contributes to integrating the environmental, social, and economic value propositions in the design of business models. However, it is necessary to overcome conflicts when proposing different types of value. Applying Hans Jonas' Responsibility Principle and philosophical perspective, a hierarchical approach and ethical principles are suggested to resolve possible ethical dilemmas. This approach is inspired by Isaac Asimov's Three Laws of Robotic and should be embedded in design, for example, by adopting circular economy models. Moreover, the adoption of service-dominant logic as a theoretical framework is also discussed to treat the design of sustainable business models as the application of sound contemporary marketing theory.

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COVID-19 Asymmetry - Hardly an Ill Wind

The effect of COVID-19 on total remuneration is examined using a natural experiment of COVID-19 (first reported in Canada on Jan 25 2020) on groups of employees at a large public Canadian university. Time series data from the immediate prior two years and the following two years to test hypothesis that groups holding higher levels of economic power and status will exert such power to increase their own economic benefits, an effect not available to those traditionally holding lower power.

Findings, limitations, implications, and future research are discussed.

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**Business Startups: Gaining Intelligence from Open-Access
Business Qualitative Datasets**

Small and medium-sized service companies stand to benefit from data analytics tools. These tools allow small teams to extract value from text-based datasets too large for hand-processing. Startups initially have no historical data. The teachings extracted from their customers' reviews may come too late to prevent costly mistakes. However, a wealth of open-access data is available on public repositories like Kaggle.

This research project explores whether hospitality startups could benefit from consumer reviews and ratings from analyzing large publicly available datasets when developing their business model and plans. In the first phase, the researchers will analyze a publicly available dataset from a multinational coffee shop chain to identify factors that enhance operational efficiency for services provided. The dataset comprises textual reviews, ratings, and location information, offering comprehensive insights into customer sentiment and feedback. Various analytical techniques were employed to extract actionable insights, such as sentiment analysis, consumer insights generation, and natural language processing (NLP).

The analysis method involved three phases: data exploration, visualization, and pre-processing, followed by articulating operational challenges and objectives based on customer review patterns. The variables will be ranked in priority order with SAS, a statistical analysis tool, and Weka, a machine learning and data mining tool, to prioritize predictive and textual data analysis. The dataset undergoes pre-processing to ensure data integrity throughout the analysis process, utilizing techniques such as sentiment analysis, text parsing, text filtering, and information retrieval, creating a text cluster profile, and generating a word cloud. The processed data will allow us to understand the behavioural patterns of customers and provide the opportunity to identify operational segments that require more attention or improvement.

Tools include Python for data manipulation, Power Query for data transformation in Power BI and Excel, and SQL for database queries and manipulations. Additionally, the researchers used advanced Excel techniques for data analysis.

Expected outcomes include enhanced decision-making facilitated by improved data accuracy, operational efficiency achieved through efficient data acquisition, strategic insights guiding departmental strategies, and informed decision models supported by robust data integrity checks. This research provides valuable insights to enhance operational performance and customer satisfaction. This project seeks to optimize processes and elevate the overall customer experience by integrating advanced analytical techniques and data-driven strategies.

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The Impact of Leadership on the Grit of International Migrated Teachers

Orientation: Over the past decade, the teaching profession has become increasingly borderless due to the international migration of teachers. The leadership of these migrant teachers is progressively becoming more challenging. By understanding grit and leadership teachers' motivation and competencies directly spill over to the school's performance.

Motivation for the study: The effective management of schools has a substantial impact on teachers' job satisfaction and general well-being. High turnover rates are reported among migrant teachers in various international schools. Leadership holds the key to a school's overall success. This stemmed from a critical need to understand and enhance the dynamics within educational organisations in relation to leadership and grit.

Research purpose: The purpose of this study was to determine the perceived impact of leadership on migrated teachers' grit.

Research approach/ design and method: The study was exploratory in nature and a quantitative research method was used. This research adopted a constructive interpretive approach, comprising interest in understanding the world of lived experience from the point of view of migrating teachers employed at international schools. Homogeneous purposive sampling was applied to include migrated international teachers. Two existing structured questionnaires relating to grit and leadership were used and sufficient responses were gathered to draw rich and applicable results. Descriptive and inferential statistics (Correlation analysis, Kruskal-Wallis's rank test, and linear regression analysis) were applied by making use of SPSS version 26.

Main findings: The main findings of the research delivered interesting results as it uncovered distinctive differences between the years of experience of teachers and grit, the highest qualification group, and leadership as well as the different subject areas and grit. A strong positive correlation between the two variables (leadership and grit) was determined by indicating that leadership predicts grit in migrated teachers.

Practical/managerial implications: The research will contribute to the leadership of international schools and the understanding of the effect of leadership styles on the grit of migrated teachers, furthermore, the differences detected between the biographical groups and their perceptions of leadership and grit should guide leaders in supporting and managing migrated teachers to maintain and improve a competitive school environment.

Contributions/value-add: The research contributed to attaining greater knowledge and understanding of leadership and its implications on the grit of teachers in the international school environment, with specific reference to the challenges that migrated teachers experience in their everyday lives. The study furthermore contributes to the improvement of the lives and wellness of migrated teachers. With the identification of specific leadership challenges the provision of necessary leadership skills can be introduced.

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Between the Central and the Peripheral Route: Investigating the Effectiveness of Communicative Nudging as a Third Advertising Strategy

Currently, the dominant model of how consumers process advertising is without doubt the Elaboration-Likelihood Model (ELM). This model distinguishes between two different routes a consumer can follow when processing an advertisement, depending on both their motivation and their capacities (that is, intellectual ability and/or contextual opportunity): the central versus the peripheral route. In the central route, consumers elaborate cognitively on the product/brand information an ad has to offer. In the peripheral route, consumers are persuaded via the affective reactions elicited by so-called 'peripheral cues' (e.g., cute baby's, attractive persons, funny animals, pleasurable music, witty humor, beautiful scenery, etc.) included in the ad. Correspondingly, two prototypical advertising strategies can be distinguished: (a) the central strategy in which the ad(vertiser) provides relevant product/brand information to stimulate central processing; (b) the peripheral (or affective) strategy in which consumers are exposed to peripheral cues in order to induce in their brain a positive ad-likeability which translates into a positive brand-likeability.

However, inspired by the Nobel Prizes awarded to Daniel Kahneman (2002) and Richard Thaler (2017), a new branch of economics - called 'behavioral economics' - has recently come to flourish. These scholars focus on the cognitive biases in the consumer's mind and on the heuristics (that is, rules-of-thumb) consumers use to make their decisions (instead of basing those decisions on extensive cognitive elaboration). The idea of a third marketing strategy - nudging - soon arose out of these new insights. Nudging then comes down to tapping into the consumers' cognitive biases or their use of heuristics so as to influence their decisions.

Up till now, nudging has mainly found its way into marketing practices in terms of the manipulation of 'choice architectures'. A choice architecture can be defined as the design of different ways in which choices are presented to consumers, and the impact of that presentation on consumer decision-making. So far, nudging has been mainly a matter of changing the physical choice architecture: e.g., placing the healthy food snacks on eye-level in school vending machines and the unhealthy options 'out of sight' (e.g., at the bottom of those machines).

However, one can also tap into the consumer's cognitive biases and his/her heuristics on a communicative level. Therefore, nudging can be regarded as a third advertising strategy.

In our research project, we used A/B-testing to investigate the effectiveness of tapping into 10 different biases/heuristics consumers often use in their decision making: from the anchoring effect to the zero risk bias. We did this by measuring the expected effectiveness of 50 advertisements for which we created a neutral 'nudge-free' version, and a manipulated version using a specific nudging strategy. Our respondents (N = 400) included both men and women, and both younger (aged 18-25) and older (aged 45-55) generations. The results clearly illustrate the potential fruitfulness of communicative nudging as a third advertising strategy in-between the (highly cognitive) central and the (merely affective) peripheral strategies as suggested by the ELM.

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The Role of Rumors in the Domestic Sovereign Debt Market: Evidence from Prewar China

This paper analyzes how rumors impacted the domestic sovereign debt market in Prewar China (1921-1937), during a time when government debts dominated the security market and *The Shenbao* was the main information source for investors, offering an ideal setting to study rumor effects on the security market. Using our original database containing weekly investment returns of debts traded on the Shanghai Chinese Merchant Stock Exchange (SCMSE) and rumors from *The Shenbao*, our empirical findings reveal that: first, rumors significantly affected the public debt market. Surprisingly, despite fewer rumors in the Beijing Era (1921-March 1927) compared to the Prewar Nanjing Era (April 1927-July 1937), the former was more susceptible to rumor influence; Second, negative rumors had a highly significant negative impact, whereas positive rumors were ignored; Third, whether rumors proved to be true or false did not lead to significantly different market reactions. Both types of rumors triggered market activity; Lastly, the debt market lacked even weak-form efficiency, providing fertile ground for rumors to thrive and influence. This pioneering study explores the impact of rumors on the sovereign debt market, an area less explored than the company stock market, thereby enhancing our understanding on their influence on securities markets.

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Impact of ICT on Business Continuity and Sustainable Performance: Mediating Role of Digital Transformation Culture

This study examines the Information and communication technologies (ICT) adoption and use and its relevance to business continuity. Additionally, it investigates sustainable performance dimensions and their correlation with ICT and digital transformation culture. Furthermore, this article will explore digital transformation culture and its significance on the relationship between ICT's impact on business continuity and sustainable performance. Drawing on a solid theoretical framework, including Triple Bottom Line Theory (Elkington, 1994) and Dynamic Capabilities View (Teece, 1997), and an extensive literature review, a conceptual model will be proposed that will depict the relationship between ICT-adoption/use and business continuity management and disaster recovery planning in a firm. In addition to the relationship between ICT-adoption/use and the pillars of sustainable performance, the model will also show the role that digital transformation culture, may play in the core ICT - Business Continuity and ICT - Sustainable performance relationships. The model will pave the way for an empirical study that will test the model and the proposed hypotheses.

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The Rise of the Educated Class

Recent decades have seen dramatic rise of extreme right-wing parties in the West. This paper explores the economic background for this phenomenon. It suggests that this political phenomenon can be accounted to economic development. The first is the rapid spread of high education, which increased significantly the educated class since the end of WWII. The second is the shift in production specialization in the West, mainly in the US, from manufacturing to global services. These two processes have destabilized the political coalition between blue collar workers and the educated, which dominated politics throughout most of the Twentieth Century.

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