13th International CIRCLE Conference for Consumer Behaviour and Retailing Research

Book of Abstracts

Organised by:

DIPARTIMENTO DI STUDI AZIENDALI E QUANTITATIVI

SECONDA UNIVERSITÀ DEGLI STUDI DI NAPOLI

DIPARTIMENTO DI ECONOMIA

Società Italiana Marketing

30th March - 1st April, 2016

Access Press UK, Lancashire, UK.

First Edition

British Library Cataloging-in-Publication data.
A Catalogue record for this book is available from the British Library.

ISBN: 978-0-9932345-1-4

Also supported by:

Our Partners

Scientific Committee

prof. Claudio Vignali, University of Gloucestershire, UK
prof. Gianpaolo Vignali University of Manchester, UK
prof. Vitor Ambrosio, ESHTE, Portugal
prof. Gianpaolo Basile, University of Salerno, Italy
prof. Dolores Sanchez Bengoa, University of Vilnius, Lithuania
prof. Tomasz Bernat, The University of Szczecin, Poland
prof. Enrico Bonetti, Second University of Naples, Italy
prof. Bernd Britzlemaier, Pforzheim University, Germany
prof. Leo Dana, The University of Montpelier, France
prof. Michael Fass, University of Gloucestershire, UK
prof. Antonio Feraco, Nan Yang University, Singapore
prof. Bernd Hallier, European Retail Academy, Germany
prof. Hisunori Hirogaki, Kushiro University, Japan
prof. George Lodorfos, Leeds Beckett University, UK
prof. Alberto Mattiacci, University of Rome "Sapienza", Italy
prof. Hans Ruediger Kaufmann, University of Nicosia, Cyprus
prof. Carmen Santos, University of Leon, Spain
prof. John Stanton, St Joseph's University, USA
prof. Madalena Pereira, University Beira Interior, Portugal
prof. Razaq Raj, Leeds Beckett University, UK
prof. Tahir Rashid, Salford University, UK
prof. Edyta Rudawska, The University of Szczecin, Poland
prof. Iga Rudawska, The University of Szczecin, Poland
prof. Daniella Ryding, University of Manchester, UK
prof. Martin Samy, Leeds Beckett University, UK
prof. Tomasz Wiśniewski, The University of Szczecin, Poland

Organising Committee

prof. Enrico Bonetti (Second University of Naples) - Coordinator

prof. Michele Simoni (University of Naples "Parthenope") - Coordinator

prof. Francesco Calza (University of Naples "Parthenope")

prof. Raffaele Cercola (Second University of Naples)

prof. Marco Ferretti (University of Naples "Parthenope")

prof. Francesco Izzo (Second University of Naples)

prof. Barbara Masiello (Second University of Naples)

prof. Alberto Mattiacci (University of Rome "Sapienza" - President of SIM Italian Marketing Society)

prof. Riccardo Resciniti (University of Sannio Benevento - General Secretary of SIM Italian Marketing Society)

Contents Page

Fashion and Luxury

Finance and Accounting

Innovation and new frontiers for management

Management: Globalisation

Management: Social

Marketing: Consumer Studies

Marketing: Customer Satisfaction and Loyalty

Marketing: Marketing Mix

New frontiers for Marketing

Organisation

Port and Shipping Management

Strategy

Strategy: Development Policy

Tourism

ERRATUM

The following papers were accidentally omitted from the first print of the 2016 CIRCLE Conference Book of Abstracts:

MAR.TE. is partner of the 13th International CIRCLE Conference, as it considered the conference an important opportunity to spread the results of its researches within an international community of scholars and practitioners. For this reason one of the parallel sessions has been dedicated to "Port and shipping management", an emerging and very interesting stream of research among the management studies.

Company Profile

MAR.TE. S.c.ar.l. is a limited liability R&D consortium set in June 2013 by a private-public partnership, with the aim to promote and manage R&D projects in the sea-land logistics.
The idea of a High Technology Aggregation specialized on sea - land logistics, was born to meet the needs expressed by the Region of Campania and the Ministry of Education to adopt a strategic tool for the development of research and innovation policies able to impact on intermodal transport sector.

MAR.TE.'s activities are focused on the integration and development of scientific, industrial and managerial competencies in the field of logistics to raise competitiveness of local and national logistics systems.

The consortium has set up a permanent *Sea-land Logistics Laboratory* on strategic and operations management of integrated sea-land logistics, which has the mission to develop projects and business opportunities for Consortium partners, by offering services of:

- Technological scouting;
- Market analyses and technological brokerage;
- Fund raising and start-up support;
- Strategic management support tools.

In order to develop innovative processes, products and services related to pre-competitive development and operations management, exerting a relevant impact on the competitiveness of local and national logistics systems, while co-creating value with / for its partners, the R&D Consortium is engaged in two main ongoing projects:

"*New port governance models*":
Aimed at defining practical solutions to rationalize and reorganize some of the most critical management and organizational processes of port and freight terminal logistics activities through the use of business process reengineering (BPR) techniques.

"*Safety link for sea-land logistics":*
Intended to develop technologies and systems able to ensure a greater level of efficiency and safety in the exchange of goods, vehicles and persons in the road corridor between the Port of Salerno and Nola Interport.

Furthermore, MAR.TE. has organized, as part of its activities, training projects for the development of highly specialized professionals in the logistics industry, who will be able to compete with business issues of managerial , engineering and technology. The consortium is involved both in the organization of high level training for executives projects aimed at increasing skills of operators already working in the field, as well as of the multi-disciplinary master for brilliant recent graduates interested in a future career in the transport and sea-land logistics area.

Conference Programme for the 13th International CIRCLE Conference

Wednesday 30th March

14:00-16:00 Welcome lunch and registration

16:00-16:30 Conference opening

prof. Enrico Bonetti and prof. Michele Simoni - *Coordinators of the organising committee*

prof. Claudio Quintano – *Dean of the University of Naples "Parthenope"*

prof. Clelia Mazzoni – *Director of the Department of Management, Second University of Naples*

prof. Francesco Calza – *Director of the Department of Management and Quantitative Studies, University of Naples "Parthenope"*

prof. Alberto Mattiacci – *President of Italian Marketing Society*

prof. Claudio Vignali – *Provost of the CIRCLE Virtual College*

prof. Tahir Rashid – *President of CIRCLE International*

16:30-17:30 Keynote speech: New frontiers for international management

Dr. Giuseppe Morici – *President Region Europe Barilla Group*

17:30-18:30 Keynote speech: New frontiers for neuromarketing
Prof. Fabio Babiloni – *University of Rome "Sapienza"*

19:00-21:00 Neapolitan pizza seaside dinner (optional programme)

Thursday 31st March

9:00-10:30 Parallel sessions 1
Tourism track, Strategy: development policy track, Organisation track and CIRCLE PhD Mock exam

10:30-11:00 Coffee break

11:00-12:30 Parallel sessions 2
Fashion and luxury track, Finance and accounting track, Port and shipping management track and CIRCLE PhD Module session

12:30-13:30 Lunch break

13:30-15:00 Parallel sessions 3
Innovation and new frontiers for management track, Digital transformations track, Marketing: consumer studies track and CIRCLE PhD Viva exam

15:00-15:30 Coffee break

15:30-17:00 Parallel sessions 4
Strategy: governance track, Marketing: customer satisfaction and loyalty track, Marketing: marketing mix track and CIRCLE PhD module session

17:30-22:00 Naples sightseeing and dinner in the old town (optional programme)

Friday 1st April

9:00-10:30 Parallel sessions 5
Tourism track, Strategy: development policy track, Organisation track and CIRCLE PhD Module session

10:30-11:00 Coffee break

11:00-12:30 Parallel sessions 6
Fashion and luxury track, Management and marketing social issues track, New frontiers for marketing track, management: globalisation track

12:30-13:30	Lunch break
13:30-15:00	Parallel sessions 7 Innovation and new frontiers for management track, Finance and accounting track, Marketing: consumer studies track, Digital transformations track
15:00-16:00	Plenary session Presentation of Kozminski University – Warsaw, Poland: host of the 14th International CIRCLE Conference: prof. Magdalena Krzyżanowska and prof. Jolanta Tkaczyk Conclusions: prof. Claudio Vignali, prof. Tahir Rashid
20:00-23:00	Gala dinner

Saturday 2nd April

09:00-13:00	Guided visit to archaeological site (optional programme)

The College for International Retailing, Consumerism, Leisure & Entrepreneurship (CIRCLE International)

A Virtual College at the University of Vitez
PhD sessions

University of Naples "Parthenope"
and
The Second University of Naples.

Held at the Villa Doria d'Angri in Naples

Schedule

Professorial Inaugural	Prof. Remlekun Bakare
Viva exam for the University of Vitez	Manuel Heurich
Mock exam for the University of Gloucestershire	Hannes Schubert
PhD modules for the Nigerian Cohort	Vitez Professoriate

Head of the International Post Graduate Programs and Chair of the Exam Commission

Sinisa Dukic

Mr. Dukic is an experienced and professional manager in Bosnia and has worked for many different companies. Currently Sinisa is an active member of the management function in the University of Vitez.

At present he is a senior advisor to the rector at the University of Vitez in Travnik and also heads The Office for International Cooperation and the Distance Learning Postgraduate Programs developed by the virtual college CIRCLE; [College for International, Research, Leisure and Entrepreneurship]. He is the coordinator between the professoriate of 43 international professors and the dean of the college, whom together have developed a MBA and a PhD program for international students. This program has been taken through the European ECTS system and is delivered according to the Bologna agreement. As chair of the PhD commission he is responsible in delivering all administrative activities to the senate of the University.

Provost of the Circle Virtual College
Director of studies and examiner for the commission

Claudio Vignali

Professor Claudio Vignali held The Arnold Ziff Chair in Retail Marketing Management and is the Head of CIRCLE. Professor Vignali joined Leeds Metropolitan University on 1 September 2003 from the School of Consumer, Tourism and Hospitality Management at Manchester Metropolitan University, where he had been the Consumer Section and Research Head. Prior to this he was the postgraduate diploma course leader in the department of Retailing and Marketing.

He has written more than 150 articles and books in the field of Retailing and Marketing and is the editor of two academic journals.

In the past Professor Vignali has worked for Crown Berger Paints, part of Akzo Nobel, and Benetton, where he has held positions from brand manager to export director and developed distribution and retail operations in Europe and the Middle East.

Dean of the Circle Virtual College [effective 1st September 2016]

Martin Samy

Professor Martin Samy is the Post Graduate Research Tutor at Leeds Business School and manages students based in Nigeria, Mauritius and the UAE in their Doctor of Philosophy studies. He has a number of PhD successful completions and whist strategically developing and undertaking operational management of PhD cohorts. Prior to being an academic, Martin has had commercial experience as a financial manager of corporations in Singapore and Australia. He was an associate member of the Certified Practising Accountant, Australia, and member of the Australian College of Educators. He has been recognised in the Marquis Who's Who in the World in 2007 publication for his research in establishing a Quality Effectiveness Instrument. He actively researches and publishes in both nationally and internationally renowned journals. His research interests are Corporate Social Responsibility and Financial Performance research globally, where he has undertaken studies in Australia, UK, Indonesia, Bangladesh and Nigeria. School Improvement and Effectiveness research in the UK schools, where he studied a number of schools in Leeds and currently offer a consultancy service to schools. He has published in international journals such as the Corporation Reputation Review, Journal of Global Responsibility, Sustainability Accounting, Management and Policy Journal and Journal of Accounting & Organisational Change.

Examiners for the commission

Tomasz Wiśniewski

Prof. Wisniewski is the faculty member of the University of Szczecin since 1986. In years 2000-2006 he was MBA Director. From 2010 he is Director of the Institute of Management and Investment. He is an active member of the MBA Alumni Association, Szczecin, Scientific Association of Organisation and Management, Poland and CIRCLE International. His academic interest is focused on corporate economics, financial management, financial planning, investment appraisal, company valuation, real options valuation, application of simulation and decision trees in risk analysis and cost of capital estimation. He is an author of more than 80 research papers and 4 books in the field of financial management.

Circle International

Razaq Raj

Prof. Razaq Raj is an internationally renowned academic with over thirteen years higher education experience of teaching and research in UK, Malta, Portugal, Spain, Italy, Germany and China and South Korea. He is Principal Lecturer in Strategic and Financial Management and is a Visiting Professor at the Kedge Business School, France and University of Vitez, Bosnia. He has substantial external examining and curriculum development experience of both undergraduate and postgraduate degrees in business events and tourism.

He has published work on strategic management, economic and financial impacts, cultural festivals and sustainable tourism and religious tourism. He has both organised international conferences and delivered keynote speeches. He has substantial experience of developing international partnership in Germany and Middle East and also sits on a voluntary sector management boards. He is often sought out by news media for his views on international Terrorism and has been a guest on BBC and Sky News.

.

Circle International

Tahir Rashid

Prof. Tahir Rashid has extensive international higher education teaching experience of diverse students at undergraduate, postgraduate, MBA, Doctorate and professional levels in UK, Austria, Croatia, Lithuania, Germany and Middle East. His areas of expertise include digital marketing, search and social media marketing, International Events Management and research methods.

As an active researcher and Adjunct Professor of Islamic Marketing (University of Vitez, Bosnia) Prof. Rashid has published refereed articles in international journals, book chapters, and co-authored text books as well as presented academic papers at global conferences in the areas of customer centric strategies, digital marketing, Islamic marketing and international relationship marketing. Prof. Rashid is currently the President of CIRCLE International (The Centre for International Research in Consumer Location and Their Environment) and as an experienced external examiner and subject specialist, he has led course validations in UK and Singapore.

Prof. Rashid has directed UK and European sponsored projects to assist large organisations and SMEs to improve their management and IT capabilities; and with an entrepreneurial background in digital marketing, international business, strategy and consultancy he regularly applies lessons learnt from research and industry to his teaching.

Inaugural to professoriate

Prof. Remlekun Bakare

Remlekun Bakare has a Bachelor degree in Financial Services from University of Manchester, Master of Business Administration from University of Lagos and Doctorate in the same field from Leeds Metropolitan University. He is a Fellow of the Association of Chartered Certified Accountants, UK (FCCA); Fellow, Chartered Institute of Bankers, UK (FCIB); Fellow, Chartered Institute of Stockbrokers, Nigeria (FCS) and Fellow, Chartered Institute of Taxation of Nigeria (FCTI). He has over thirty years working experience spanning the academics and the Financial Services Industry. He is presently the CEO of The Executive Business School based in Lagos, Nigeria. Bakare was appointed Adjunct Professor of International Economics in November, 2015 by University of Vitez.

Viva exam the University of Vitez

Manuel Heurich

Manuel Heurich was born in Weingarten, Germany. After finishing his Diploma in administrative sciences at the University of Applied Sciences in Kehl in 2009, he did his Master of Arts in Business Administration at the Steinbeis Universtity Berlin in 2012.

Taking his first steps at an energy provider, Manuel soon discovered his passion for the health care market. After working as a CFO for a public hospital, he was moving to a new founded private hospital in the south of Germany, working there as a CEO. In 2014 he switched to a hospital consultancy as a senior manager, where he still works. Manuel Heurich is lecturer at the University of applied sciences in Ravensburg.

In his PhD thesis he investigates new approaches in performance measurement and management for German hospitals. His research contains the development of a performance measurement system, an empirical investigation of the performance of German hospitals, as well as the creation of a performance management software. For this reason, Manuel founded a startup company named BinDoc, with which the software development was conducted.

Mock exam the University of Gloucestershire

Hannes Schubert

Hannes Schubert is a passionate serial entrepreneur with over ten years' experience in creating and launching new businesses. He successfully sold two of his ventures and worked four years as private banker both at a German and a Swiss bank. Since January 2016 he is working as senior manager at the E-Commerce department of Hugo Boss.

In his PhD thesis, Hannes investigates the intersection of corporate finance and lean start up methodology. Based on his own practical experiences, he aims to improve the existing valuation models for start-ups, which he calls insufficient. His "lean start up valuation approach" combines classical tools of corporate valuation with latest entrepreneurship methodology.

Digital Transformations

Students' attitudes towards usage of social media in learning process: A comparative study of Croatian and German students

Nikola Draskovic
Rochester Institute of Technology, Croatia

Ana Kustrak Korper
Zagreb School of Economics and Management, Croatia

Katharina Kilian-Yasin
University of Pforzheim, Germany

Abstract
The emergence of social media completely changed the communication landscape and the way we interact with other people. Additionally, instead of being pure consumers, we became contributors and creators of digital content. The interactivity of social media also provided some potential within the higher education learning environment. Various types of social media platforms could be used as instructional and communication tools, since the students' adoption rate of social media adoption is very high. In recent years, usage of social media within the learning environment of higher education received certain attention among academic researchers. As some studies suggest, social media enables dynamics, interactivity, accessibility, and a new level of semi-formal relations between students and instructors. However, the perceived semi-formal character of social media also puts some limitations into the picture. Especially, from the lectures' side. Apparently, students have seemed more willing than faculty to interact through social media. Faculty also seems to be relatively cautious towards interaction with students through different social media platforms. However, social media will continue to play an important role within the constantly changing learning environment. This paper discusses results of a comparative study on the use social media for a student-lecturer interaction among Croatian and German students. The primary research was conducted on a convenience sample of undergraduate students in Croatia and Germany. The main aim of this study is to investigate student motivation for the usage of social media within a course, together with their attitudes towards student-lecturer interaction through social media. Additionally, the study also focuses on detection of differences in attitudes between Croatian and German students.

Key words: higher education, social media, social networking sites, blended learning, teacher-student interaction

Info-Land: new interactive and visual marketing tool to reach new generations of customers

Antonio Feraco
Fraunhofer IDM@NTU, Nanyang Technological University, Singapore

Abstract
The following paper aims to introduce a new interactive and visual tool that simplifies cognitive processes of learning and presenting information through optimal interaction and visual solutions. In recent years the widespread of touch solutions changed the way we interact with the information itself utilising gesture based methodology that we never imagined before the introduction of the iPhone in 2007. Since then interacting with a screen became more and more a normal and granted way to ask and search for specific tasks. During the years the technology market saw the entry of devices, with both small and large displays, enabling the user with multi-touch interaction. In parallel the decrease of hardware prices of computing power needed to provide graphical processes occurred. The Infoland solution, was created after years of research and development based on Computer graphics and Human Computer Interaction. An interaction model based on a study conducted during SIGGRAPH 2012 was also used as a basis to move forward towards Info-Land development. The study proved that the usability in a multi-touch environment is the main dimension to a smoother and more engaging experience. Today, the solution is used to let people interact with digital environment and guides users through journeys of digital information. Info-Land is a marketing/presentation tool (external and internal) communication), as a well as a CMS (Content Management System), producing intuitive, interactive visual journeys through a complex data space. All the information you need to know about an organisation is presented virtually on multi-touch interface/s. This visual journey is filled with information in the form of text, images, videos and 3D models which can be accessed intuitively to understand and appreciate, for example, the respective organisation and its portfolio better.

Key words: Visual marketing, cognition, technology, digital environment

Building social capital through Knowledge Transfer through social media platforms: A review of the automotive industry in Germany

Patric Finkbeiner and Aftab Dean
Bosch, Germany and Leeds Business School, Leeds Beckett University, Leeds. England

Abstract

Many organizations have acknowledged that social media can be used as a facilitator for harvesting professional, individually bound knowledge, gathering it in a virtual knowledge pool. However, no research on knowledge sharing exists in the automotive repair sector currently exists. One of the prime reasons for undertaking the research. This research embraces the acceptance models dominating technology acceptance research field (Venkatesh et al., 2003) as the theoretical foundations of this research.

To ensure that a deep understanding of the subject was revealed the authors adopted a multi method approach to collecting the data which included participant observations, semi in-depth interviews and a national survey. The major survey was mailed out to over 13,400 German automotive repair shops to capture data to enhance the final research framework. The survey achieved 1,532 usable questionnaires and regression analysis revealed a number of constructs to explain knowledge sharing that included Readiness to Help and Web-usage Self-efficacy, as well as social factors such as Social Network Ties and Descriptive Norms that are decisive predictors for social media acceptance in the automotive repair sector.

This research not only adds to the existing academic body of knowledge but also provides implications for industry and legislation on a European scale. Industry needs to focus on the automotive repair business in order to obtain and retain its knowledge which could prevent costly expenditures in R&D or provide important feedback regarding vehicle inherent systems as well as innovation to the original equipment manufacturer (OEM). Additionally, in the face of the current VW scandal, knowledge bound to the automotive repair processes is an essential asset for maintaining the competitive advantage of the European automotive industry as well as its suppliers.

Keywords: Knowledge Transfer, Social Media, OEM and Automotive Industry

The connection of the world of science with social technology has a substantial impact on a structural change in the organization of scientific conferences. Both the unit of time used by the creation of project and the involvement of human resources undergo changes.

Aleksandra Gotłas
University of Szczecin, Poland

Abstract

The use of technologies is becoming more and more widespread. Thorough examination and demonstration of changes is intended to help in optimization of actions and appropriate management of not only time, but a whole group of people working on a project in accurate and intelligent way. The objective of the article is to examine the process of changes which is occurring in the organization of scientific conferences.

Researches have been carried out among cyclic conferences of University of Szczecin, on the basis of gathered source materials.

As it was demonstrated, the organization of conferences has undergone grate changes maximally using technology and optimizing time designed for arrangement the events creating the event. The time needed for information flow was hugely shortened, the use of human resources was dispatched to external actions related to electronics and promotion of a specific event by taking over internet-related fields, including social networking sites.

The registration of conference attendees is currently available for everybody and is incredibly easy in use. The change processes not only touch the organizational back office, but also the final form of the event. The attendees can communicate with each other by using hotspots, which were created just for the conference, also a conference talk can be held through the Internet.

We are currently living in the era of technological development, thus it is important to use this time appropriately and together create a new path of organizing not only scientific conferences, but all sorts of group events.

Key words: technology, conferences, registrations, organisation

Innovating through the Internet of Everything

Valeria Improta,
University of Naples Federico II, Naples, Italy

Maria Rosaria Coppola,
University of Naples Federico II, Naples, Italy

Marco Tregua,
University of Naples Federico II, Naples, Italy

Abstract

The possibility to connect smart devices has grown, leading to Internet of Things (IoT), viz. the networked connections between objects that can exchange data (Ashton, 1999). As the number of connected things grows, IoT is evolving into Internet of Everything (IoE), connecting people, process, data and things. Studies on IoE are in its infancy, while there is a growing literature on the IoT and on its technical aspects (Yan et al., 2008). The societal impacts of such application are rarely recognized (Greengard, 2015) and not yet investigated in terms of new social practices. This study focuses on innovation as a new service provision, i.e. new benefits for the involved actors (Lusch and Nambisan, 2015). By adopting a practice-based approach, innovating emerges as a set of co-creation practices (Mele and Russo Spena, 2015). Innovating is a social process of construction by a group of actors, occurring at the interplay of different practices or connections in actions (Gherardi, 2012).

This study is the outcome of a contextual knowledge; the authors carries out some case studies on several actors in healthcare, with the aim to understand how the IoE impacts on practices in healthcare through an analysis on actors, activities, interactions and resources (Carlile, 2002).
The new practices concerned the use of wearable products and online platforms allowing new service innovation for users, doctors and hospitals creating new health practices.

Innovation emerges as co-constructed by activities in social and technological interactions. The IoE impacts on the community allowing also the evolution of social arrangements and institutional structures. The authors address the IoE as enabler of innovating-in-practices in terms of a collective doing connecting knowledgeable actors.
Innovating is thus seen as a texture of socio-material practices that seamlessly interweaves relationships and actions.

Key words: Internet of Things, Internet of Everything, co-creation practices, innovating, healthcare.

Mobile social media marketing and British Muslim entrepreneurs

Tahir Rashid
University of Salford, UK

Syed Ali Hayder
University of Salford, UK

Abstract

The aim of this conceptual paper is to identify how Young British Muslim entrepreneurs are using mobile social media ethnic networks (MSMEN) to identify and market potential customers. There is a lack of academic discussion regarding the role of British Muslim entrepreneurs and their online marketing activities to attract consumers by using virtual ethnic social networks. Ethnic networks are considered valuable for ethnic entrepreneurs since they provide them the opportunity to identify, engage and retain customers due to similar origin and culture. At present, the academic research has focused on the use of ethnic networks by British ethnic entrepreneurs in the non-virtual world.

Young British Muslims are considered as the fastest growing ethnic minority in terms of financial resources, rising mobile media usage and they are increasingly showing their willingness to participate in the on-going consumer culture in accordance with Islamic belief system. Therefore, it would be academically and commercially viable to initiate a discussion on the emergence of (MSMEN) that has the ability to provide innovative business opportunities to entrepreneurs in general and British Muslim entrepreneurs in particular.

The findings of this paper will enable one to understand how one can create and take advantage of niche market opportunities in the age of mobile social media by incorporating culture and religion as an important part of their marketing strategy. The literature review for this paper will include academic books, journal articles, and websites in order to gain reliable and valid information.

Key words: British Muslim entrepreneurs, mobile social media, digital ethnic networks, ethnicity and Islam.

eWoM and 2.0 opinion leaders in the food context: A case study with Spanish food-related weblogs

César Sahelices-Pinto
University of León, Spain

Ana Lanero-Carrizo
University of León, Spain

Pablo Gutiérrez-Rodríguez
University of León, Spain

José Luis Vázquez-Burguete
University of León, Spain

Abstract

There is no doubt that the arrival of the Internet has modified dramatically the way and rhythm of our lives. It reflects directly on our consumption patterns, for instance, our purchase behavior: the online channel is becoming, for lots of consumers, the most common way of acquiring many product categories.

But not only that, the Internet has also modified the traditional way in which individuals interact and search information. In fact, consumers have rapidly integrated this instrument (the Internet) into their decision-making processes. Online weblogs, discussion forums, opinion websites, social networks… (Platforms generally known as Web 2.0) are usual websites where consumers read reviews from other consumers before making a final decision.

Marketing researchers have termed this phenomenon with the broad appellation of electronic word-of-mouth (eWOM). In turn, opinion leaders, consumers who are crucial in eWOM communication, emerge preponderantly within this context playing key roles since they are individuals who exert an unequal amount of influence on the decision of others.

The food sector is not apart from this scenario. Even though e-commerce of food products is still in its early stages, showing high growth rates, food-

related eWOM is already a well-settled practice. To access to the Internet in order to look for information about recipes, gastronomy, nutritional details of products, reviews of restaurants, or consumption experiences with brands are common routines carried out by most part of consumers.

This research paper dives into Web 2.0 and eWoM with reference to food topics. For that purpose, a presumable group of opinion leaders in regard to food aspects is firstly selected and assessed and proved afterwards through statistical tools.

Moreover, considering the power and the capacity of this group to influence the behavior of others, an adaptation of the widely recognized FRL approach (Food-related Lifestyle approach) is also administered in order to determine the content of the eWoM they emit.

This information is of great importance for both academics and businesses as those aspects which are in tune with the preferences and opinions of these opinion leaders will most likely be supported and penalized, in contrast, those which are not. Therefore, the results of this paper have substantial implications for successful new product developments as well as for efficient design of information diffusion campaigns.

Key words: ewom, opinion leaders, weblogs, food context, food-related lifestyle (FRL).

Fashion and Luxury

New Trends in Luxury Goods Consumptions. A Cross-Cultural

Analysis.Adriana Calvelli
University of Naples “Parthenope”, Italy

Chiara Cannavale
University of Naples “Parthenope”, Italy

Clara Bassano
University of Naples “Parthenope”, Italy

Elena Laurenza
University of Naples “Parthenope”, Italy

Abstract
Understanding what luxury really does mean is fundamental to better understand consumer purchase behavior of luxury goods. Luxury goods are generally qualified as high quality, expensive, branded items that connote opulence, hard to obtain, extravagant, an indulgence rather than a necessity. However, Bourgeon and Filser (1995), as well as Vickers and Renand (2003) demonstrate that luxury goods possess “emotional values in access of their functional utility” and “are likely to provide subjective intangible benefits”.

Luxury is indeed a very subjective concept, strictly connected to the values and assumptions people use to orientate their choices and behaviors. According to Hofstede (1980) and Schwartz (1994), culture is meant as a set of values, peculiar to a specific group or society, which shape the development of certain personality traits, and motives, and which impacts on the way people feel legitimated.

Our study starts from this framework, and aims at answering the following questions: Does consumers’ perception of luxury goods vary across country? Does culture affect this perception?

Starting from, the contributions given on the emotional values involved in the purchasing of luxury goods (Dubois and Laurent, 1996; De Barnier, Rodina and Valette-Florence, 2006), as well as from the literature about subjective contextual meanings (Vigneron F. and Johnson 1999; Bourgeon and Filser, 1995), our paper investigates the importance of hedonic aspects in luxury goods consumption, and the effects that values and contextual meanings have on the new consuming trends.

Key words - Luxury goods, luxury perceptions, consumer purchase behavior, culture.

Consumers' Perception of the use of the 3D Body Scanning Technology in a Fashion Retailing Context

Daniela Campaniolo
University of Manchester, UK

Gianpaolo Vignali
University of Manchester, UK

Daniella Ryding
University of Manchester, UK

Abstract

This paper explores consumers' perception of the use of the 3D Body scanning technology in a fashion retailing context.

Technology is changing the way consumers shop, driving the move to a multichannel landscape. In this scenario, giving an integrated seamless experience to its consumers is pivotal for retailers.

The rise in online shopping presents a huge opportunity for companies to capitalise. Yet, fit and sizes remain an ongoing issue for fashion consumers in light of the difficulty of assessing these elements through the digital platform.

Online fashion is the biggest sector for returns with a return average rate of 25% of the majority of retailers, squeezing retailers' profits and increasing investor's risks.

This study proposes the use of the 3D Body Scanning Technology to leverage this issue. This technology would allow the provision of improved garment's characteristics while facilitating the in-store and online experience. A sample of 20 fashion consumers performed a body scanning session using the technology of Size Stream 3D Body Scanner. An open-ended questionnaire has followed to ascertain participants' perception in relation to the use of the technology. Results indicate a positive attitude toward the use of the technology which suggests favourable future application of the technology in a clothing retailing context.

Key words: Multichannel Retailing, Consumer Behaviour, Fit and Size; Body Scanning.

Sustainable Supply Chains In Fashion: The Footwear Industry Case

Maria V. Ciasullo
University of Salerno, Italy

Silvio Cardinali
Università Politecnica delle Marche, Italy

Silvia Cosimato
University of Salerno, Italy

Abstract
Fashion industry is broadly considered as not sustainable because it is often responsible for several economic and social negative happenings in which companies and their suppliers have been involved. This study is mainly focused on an analysis of sustainable orientation in footwear industry; it is still considered not sustainable and for certain aspects complex and under-investigated industry. In fact, the sustainable behavior of footwear companies are currently not yet been explored in depth in the literature. This paper presents the results of exploratory case-based research highlighting the internal and external drivers that an Italian footwear company perceives as relevant in terms of sustainability, their influence on supply chain configuration and management and the subsequent impact on the development of new business opportunities. In particular, the study analyzed the main phases of the footwear supply chain to better understand all footwear supply chain processes and decision-making that can lead company to make its supply chain sustainable. The findings showed the relevance of the internal drivers able to nourish the external ones in terms of sustainable supply chain management (SSCM). In particular, a strong sense of belonging to the local context and the ability to embrace a holistic view of sustainability are the elements from which a new business model can be configured.

Key words: fashion industry, footwear supply chain, sustainability, sustainable supply chain management.

A cross cultural comparison of Luxury: An Anglo – Turkish study of consumer purchase intentions

Aftab Dean
Leeds Business School Leeds Beckett University, Leeds, UK

Aysel Kurnaz
Sarkarya University, Turkey

Abstract
The growing importance of luxury items across the globe is raising the importance of understanding key motivators to purchase these products for company executives and marketers. Who strive to capitalise on differentiating their luxury brand in a product category (Kapferer, 1997).

The traditional models of consumption are being transformed into new experiential luxury predisposition based on the consumer's definition of luxury. However, while consumers can identify luxury goods the actual definition of luxury is highly subjective and multidimensional in nature (Berthon et. al, 2009). Consequently, research into luxury has focused on luxury value perceptions in influencing purchase intentions (Tynan et al., 2010 and Wiedmann et al., 2007).

This research adopted a survey instrument based on the item pool of questions on purchase intention proposed by Skula and Purani (2011) and merging this with the luxury dimensions advocated by Hennigs et al. (2012). Hennigs et al. (2012) advocate that, regardless of country of origin, the basic motivational drivers of luxury are similar along four dimensions namely: Financial, Functional, Personal and Social.

The questionnaire was administered to consumers in both England and Turkey and over 1000 responses were returned. Inferential results revealed additional dimensions and varying intensities of the importance of the dimensions in each country. The findings have major implications for global brand managers who endeavour to understand and engage their target audiences.

Key words: Luxury Goods, Consumers, Purchase Intentions and UK and Turkey

Marketing led emergence of fast and fashionable Swatch

Nikola Draskovic
Rochester Institute of Technology, Croatia

Christian Petersen
Inside Design Guide, Croatia

Milivoj Markovic
Rochester Institute of Technology, Croatia

Abstract
This study provides a historic insight in the processes of developing a fast fashion business model within the traditional and rigid Swiss watch industry. Historically, the industry has been producing mechanical movements, and manually assembled and inevitably pricey watches. In 1970, the industry faced severe threats from fast-paced, innovative and relatively cheap competition from the Far East. Mass produced watches from Japan and Taiwan, based on quartz technology, caught on with consumer tastes and took away large part of the market from the traditional Swiss wristwatch manufacturers. This study provides an overview of the response of the Swiss watch industry – the emergence of Swatch SA from its humble but visionary beginning in the 1980s toward the positioning as one of the largest wristwatch manufacturers in the world. The essence of Swatch strategy was to move away from the traditional Swiss view of selling expensive timepieces toward selling low-priced mass-marketed fashion product. The application of a mass-market fashion oriented strategy includes a completely new set of challenges. Besides producing a fashionable value oriented product, a company that follows this strategy must also have the capability to take it to market with very short lead times and constantly innovate within very short product life cycle spans. All of these characteristics are to a degree defining ones of the concept known as Fast Fashion, not a concept typically attached to a Swiss wristwatch manufacturer. In order to backtrack and analyse the challenges and strategy of Swatch, this study applied a case study method. The relevant data was collected through an in-depth interview with the former CEO of Swatch SA, complemented with data available from secondary sources. As a research outcome, this study suggests that Swatch SA was one of the originators of the fast fashion business model, especially within the watch industry.

Key words: Swatch, Swiss watch industry, fast fashion, business history, strategy

Co-branding as a strategy – fashion market perspective

Barbara Mróz-Gorgoń
Wrocław University of Economics, Poland

Abstract
Co-branding, is a marketing arrangement to utilize multiple brand names on a single product or service. Basically, the constituent brands can assist each other to achieve their objectives. Co-branding is an increasingly popular technique for transferring the positive associations of one company's product or brand to another. In the absence of a clearly defined strategy, co-brand mergers are frequently driven by short-term goals to mistrust and failure (Chang, 2009, p.77).

Co-branding strategies may be effective in exploiting a product performance advantage or in introducing a new product with an unfamiliar brand name (Washburn, Till, Priluck, 2000).

In this paper corporate co-branding is analysed within the context of a case study on the examples of the relationshis and partnerships of two different companies, that represents fashion sector- H&M and Reserved. The study indicates that corporate brands create co-branding relationships in order to redefine brand identity, discursively reposition the brand and build brand equity, and in the same time confirms the previous study of J. Motion, S. Leitch and R. J. Brodie, (2003). Co-branding is part of marketing strategy and influence the brand values and organizational culture of the organization. Co-existing of two different brands as co-partners (co-brands) influences the marketing communication of the brand and image of thise brands.

Discourse theory provides insights into the importance of an articulation campaign in order to increase the equity of corporate brands. Co-branding offers corporate brands access to the brand strategy of the co-brand partner, the alignment of brand values, the marketing communication association and brand reach and network of relationships (Motion, Leitch & Brodie, 2003). Finally, this research aims to provide clues and for future research in co-branding issue.

Key words: brand, co-branding, marketing communication, strategy, fashion

Eco-fashion's impact on Young Consumers' Attitudes and Perceptions of the Fast- Fashion Brands

Daniella Ryding
University of Manchester, UK

Myriam Caratù
University of Rome 'Sapienza', Italy

Alberto Mattiacci
University of Rome 'Sapienza', Italy

Qian Qi Jiang
University of Manchester, UK

Abstract
The purpose of this study is to critically examine, in the context of the Fast-Fashion industry, the relevance of Eco-fashion on young consumers' attitudes and perceptions of the brands, in order to disclose the relationships between Eco-fashion strategies and customers' brand loyalty - or consumers' purchase intentions. The research design reckons on a mono method, based on a quantitative online survey conducted among 216-targeted respondents from four age groups and two different countries (China – UK). The findings reveal that, although fast-fashion consumers still lack of knowledge about the negative impacts of this industry, Eco-fashion strategies are playing an increasingly important role in fast-fashion consumption. Besides, the growing significance of sustainability in the fast-fashion industry has impacted consumers' attitudes towards the brands, thus influencing their customers' loyalty and purchase decision-making. Academically, the value and originality of the research relies on the newness of the thematic, since so far only few studies have focused on exploring the relationship between Eco-fashion and the fast-fashion consumers' perspectives of the brands. On the contrary, in the business field, fast-fashion retailers - in order to earn long-term profit – have realized the importance of developing and implementing strategies aimed at exploiting the potentialities of the above-mentioned relationship. Therefore, this study has relevance also in terms of managerial implications for fast-fashion retailers, since it gives some suggestions that can help the latters to achieve economic profit.

Keywords: Fast-fashion; Eco-fashion; Eco-fabrics; Recycling; Consumer Attitudes; Brand Perceptions; Sustainability.

Sizing and fit satisfaction in uk retailers: The dimensions of expectancy disconfirmation of skinny jeans

Gianpaolo Vignali
University of Manchester, UK
Sobia Khan
University of Manchester, UK
Louise F. Reid
University of Manchester, UK

Abstract
A key determinant of consumer satisfaction in the clothing industry is garment fit (Rahman, 2011; Taylor, 2016). In particular ladies jeans seem to be one of the most tried on garments and at present consumers are dissatisfied with the size and fit inconsistencies within this clothing category (Taylor, 2016). With forecasted market decline, understanding how the satisfaction is achieved within this garment category is even more so important. The methodology employed within this study looked at goal directed browsing and fit assessment of ladies skinny jeans within six mid-market western retailers with in London yielding qualitative data. This initial data collection was then followed up with semi-structured focus groups where the participants attitudes and beliefs were explored. A non-probability sample of females aged between 16-24 were examined. Template analysis presented that expectations are mainly defined by prior brand experience when shopping in this category. Also from the results the study found that participants follow a multi-stage evaluative process may prevail. The results also provide retailers with key factors leading to purchase and non-purchase based upon the fit and size of the garment.

Key words: Clothing, jeans, Fit, Size consumers

Finance and Accounting

The Lean Startup Valuation Model

Hannes Schubert
University of Gloucestershire, UK

Abstract

The valuation of startup companies is a difficult endeavour, mainly because variables used in common valuation approaches are simply not existent (Miloud, Aspelund, & Cabrol, 2012). Therefore, many practitioners share the opinion that "the practice of startup valuation by venture capitalists remains a «guess» and «alchemy»" (Miloud et al., 2012) or refer to it as "art" (Balakrishnan, 2010).

Defined as "human institution[s] designed to create a new product or service under conditions of extreme uncertainty" (Ries, 2011), startups are anything but a safe bet. Their lack of history and the nonexistence of comparable companies which could be used for comparison and to derive a valuation, cause serious problems. Manifold difficulties and risks in growing a new company "all contribute to making them more difficult to value" (Damodaran, 2010). Cash flow estimations, discount rates or growth assumptions need to be made in order to valuate a company, but none of these variables is based on a solid fundament so far when it comes to the valuation of startups.

The comparatively new "lean startup" approach by Eric Ries (2011) and Steve Blank (2012) delivers a framework to systematically and empirically test new startup ideas using continuous build-measure-learn feedback loops. Although designed for entrepreneurs, venture capital investors should use these tools and the results of their execution to enrich their valuation models and to compensate the missing variables. The implementation of these tools in the startup selection process will help to reduce expensive mistakes, to calculate better valuations and to make less risky investments.

The research at hand aims to develop a link between the two disciplines and to improve the existing valuation methods through substitution. Previously missing data shall be replaced by data collected in the lean startup process. To develop and verify the new Lean Startup Valuation Model (LSVM), several experts are invited to semi-structured expert interviews. The results have been extracted and analysed by the use of content analysis methodology.

Key words - Lean Startup Valuation Model, LSVM, Lean Startup, Startup valuation

Creative accounting: A white knight or a poison pill?

Remilekun Bakare
The Executive Business School, Lagos, Nigeria

Abstract

Creative Accounting has been identified as a major factor leading to corporate failures in the last four decades. This paper seeks to examine the creative accounting practice and the reasons for its continuous application. The paper is structured as follows. First we examine the various definitions of creative accounting with a view to appreciate and situate the practice. Second, to identify the motivations for creative accounting and the effect on major corporate failures. Third the paper examines the various attempts by financial regulators to curb creative accounting practices and the effects of such regulations. Some jurisdictions have gone a step further by criminalizing the practice, but it remains to be seen if the legislation option will work without dealing with the causes and motives that give rise to the practice. The research method is deductive and provides further opportunities for future research. Corporate players are still actively employing the practice to hoodwink the unsuspecting public and shareholders. The persistent pressure on managers to deliver exceptional earnings and pay high dividend were discovered as the major reasons for the rise in the application of creating accounting in financial statements. The paper concluded that rather than serve as a white knight, which was the original motive of the adopters' of creative accounting, the practice eventually ends up as a poison pill, which is an unintended but inevitable consequence.

Key words: Creative Accounting, Substance over Form, Earnings Management, Poison Pill and White Knight.

Cost of equity capital in small and medium sized private companies

Bernd Britzelmaier
Pforzheim University, Germany

Abstract

Purpose:

The aim of the paper is to discuss how to estimate and to determine the cost of equity capital for private small and medium sized enterprises. To determine the cost of capital is central to several topics in companies such as investment appraisal, cost accounting or value based management approaches. The paper is intended to critically analyse approaches that allow estimating cost of capital for non-publicly traded firms.

Design/methodology/approach:

The paper is based on literature review, a quantitative study on cost of capital among small and medium sized companies in the southwest of Germany and a case study approach. Two case studies on estimating and determining the cost of capital were conducted at two firms in Germany.

Findings:

Estimating and determining the cost of capital is an important topic for private small and medium sized companies. Since the determination of cost of debt is not really a crucial issue the paper focusses on cost of equity capital. Due to the absence of capital market data, cost of equity in private small and medium sized companies has to be derived by means of alternative procedures. Results of two case studies implicate that a combination of different methods may provide reasonable results in practice.

Research limitations/implications:

The applied research approach and the heterogeneity of the SME sector do not allow generalizing the results of this research.

Originality/Value:

Based on an empirical study the paper addresses an important topic for private small and medium sized enterprises. It proposes a combination of analogy and qualitative approaches for estimating the cost of equity in private small and medium sized companies.

Key words: SME, cost of capital, WACC, CAPM, case study, Germany

New approaches in Performance Measurement and Management for German hospitals – A theoretical, empirical, and application-oriented research study

Manuel Heurich
CIRCLE, University of Vitez, Bosnia & Herzegovina

Abstract

Objectives: This research study provides new approaches in the field of Performance Measurement (PM) and Management and their operationalization in German hospitals. Considering the changing environment and the increasingly competitive pressure in the hospital market the financial situation of German hospitals in public ownership is becoming more and more precarious. Consequently, politicians and public hospitals are confronted with the issue of improving the performance of their hospitals in order to remain competitive in the long term. Instrumentally, this is coming with an increasing importance of PM, and especially of Performance Management. So far, existing studies in the field of PM provide heterogeneous results as far as differences in the performance of private and public hospitals are concerned. These results often are incompatible with practical reality. Completely unexplored in existing research is the operationalization of a PM-System into a Performance Management Software (PMAPP) for German hospitals. Against this background there is a demand for politicians, public hospitals and science to evaluate the status quo of performance differences between public and private hospitals. Furthermore, filling the research gap of operationalizing a PM-System into a PMAPP for German hospitals is even more important for the named interest group.

Methods: Firstly, a literature review is conducted to provide a theoretical foundation of the basis terminology and to investigate the current state of research in the field of PM and PMAPP in hospitals. On this basis a PM-System for German hospitals is developed. Performance measurement theory, benchmarking theory, controlling concepts and stakeholder theory form the theoretical framework of the study. The developed PM-Model comprises 10 performance factors within 52 different key figures. The application of the PM-System was carried out in a descriptive quantitative empirical investigation by applying a survey research design with a cross-sectional time horizon within few longitudinal elements. For the explorative operationalization of the PM-System into a PMAPP a detailed software architecture was developed, which was transformed into a web-based software application in cooperation with the start-up company BinDoc UG.

Results and Conclusion: This paper contains three main contributions. Firstly, a PM-System for German hospitals was developed. By applying this PM-System in the empirical part of the study the higher performance of private hospitals in comparison to public hospitals was proven with statistical significance. A further substantial contribution is the operationalization of the developed PM-System into a PMAPP. This software not only enables hospitals to conduct an external and internal retro perspective key figure controlling, but also gives hospital managers the opportunity to identify a proper success strategy for their hospitals for the future.

Key Words: Performance Measurement, Performance Management Software, Hospitals, Germany

IASB legitimacy: A model for understanding the contribution of political marketing strategies

Nicola Moscariello
Second University of Naples, Italy

Barbara Masiello
Second University of Naples, Italy

Abstract
The private transnational nature of the IASB governance is, at the same time, the strength and weakness of the global standard setter. On the one hand, the IASB's standards represent an efficient answer to the increasing globalization and internationalization of markets; on the other hand, the lack of accountability to any external public principal severely questions the political legitimacy of the IASB whose accounting standards unquestionably – though unintentionally – produce redistributive effects. In fact, apart from the explicitly stated objectives of higher transparency and comparability, with intended – although still debated – effects on firms' value and markets efficiency, accounting standards often impact on contractual outcomes, affecting the behaviour and the interests of accounting constituents. In other terms, accounting standards are not intrinsically Pareto-efficient and provoke potential and unintentional redistributive, hence political effects. As a result, the setting of standards is not a mere technical matter, but it is also a process with political consequences. Therefore, since its inception, the IASB has always attempted to compensate for the lack of legal legitimacy by enhancing its 'substantial' and 'procedural' legitimacy. However, the increasing complexity of the environment in which the IASB operates makes the 'legitimacy building process' a never-ending struggle, forcing the IASB to adopt also marketing strategies to secure a long-term survival and a higher performance. This paper proposes a conceptual model according to which the implementation of branding marketing strategies and relationship marketing strategies would increase the IASB overall legitimacy and competitiveness.

Key words: IASB legitimacy; standards setting; political marketing strategy; branding marketing; relationship marketing.

The relationship between earnings quality and the cost of debt: some evidence from the Southern Italian SMEs

Nicola Moscariello
University of Naples II (S.U.N.), Italy

Pietro Fera
University of Naples II (S.U.N.), Italy

Ettore Cinque
University of Naples II (S.U.N.), Italy

Abstract

Over the last decade, the Italian banking industry has been characterized by substantial regulatory and market changes that have significantly increased the importance of transaction-lending technologies and the role of financial reporting (hard information) in the relationships between banks and firms. Given the greater emphasis on accounting data, this study investigates the impact of earnings quality on the cost of debt for a sample of SMEs operating in the South of Italy during the global financial crisis. After controlling for a set of variables that affect the cost of debt, we find a significant and positive relationship between discretionary accruals and the cost of loans, highlighting the negative consequences related to the lower quality of accounting data. Moreover, further analysis shows a different impact that negative and positive abnormal accruals can have on the cost of debt. In fact, during the market turmoil, the negative abnormal accruals – as long as they do not assume considerable values – represent an efficient and effective vehicle to convey private information to the lenders and exercise, therefore, a negative impact on the cost of debt. On the other hand, the abnormal accruals aiming at increasing the periodic income show a positive and quadratic relationship with the cost of debt. These findings confirm the increasing importance of hard information in credit markets (such as the south of Italy) traditionally characterized by relationship-lending technologies (soft information). In addition, our results highlight the significant impact exercised by the quality of the borrowers' earnings on the cost of debts.

Key words: Earnings quality – Cost of debt – Discretionary accruals – Small and Medium Enterprises (SMEs) – Information asymmetry.

Capital Budgeting in the German Automotive Industry

Dennis Schlegel
Pforzheim University, Germany

Abstract
The automotive industry is one of the most investment-intense industries. The aim of this paper is to examine which capital budgeting techniques are applied by automotive companies headquartered in Germany to make investment decisions. This includes the examination of investment appraisal methods, as well as questions concerning hurdle rates and cost-of-capital models.

The study is based on an analysis of empirical data that were collected in a survey of finance and accounting professionals. The sample consists of eight German companies from the automotive industry, which include both automobile manufacturers (original equipment manufacturers, OEMs) and automotive suppliers ranging from very large to medium-sized companies.

The results show that the net present value (NPV) technique is the most widely used quantitative method of investment appraisal. Moreover, many of the companies make qualitative considerations in their investment decisions. The largest companies included in the survey additionally use value-based measures to evaluate investment opportunities. In terms of hurdle rates, most companies use the weighted average cost-of-capital (WACC) as discount rate.

This paper contributes to knowledge by providing new empirical data on capital budgeting in German automotive companies. Additionally, the authors makes recommendations for further research opportunities in the field.

Key words: Automotive, Capital Budgeting, Investment Appraisal, Investments, Cost-of-Capital

Influence of cash flow asymmetry on the value of the option to expand

Tomasz Wiśniewski
University of Szczecin, Poland

Abstract
In many methods and theories in the field of financial management there is an assumption of normality of the important distributions. In real life situation distribution are skewed and that brings additional problems in construction of theories and drawing conclusions. The main aim of this paper is to answer to the question: Does asymmetry of stochastic input variables brings more value to real options than symmetric distributions? Double Monte Carlo methods allows to analyse the influence of the asymmetry of the input cash flow elements on the value of the real option. The set of Monte Carlo simulations shows that in case of the option to expand for the project which has NPV close to zero (very low but positive level of Profitability Index) the value of the real option is the highest when the input data for the financial model has asymmetric distribution. Moreover, left asymmetry of the input variables brings higher value of the real option than right asymmetry. In analysed case right asymmetry gives almost 28% increase in the real option value and left asymmetry gives 33% increase in comparison to symmetric distribution of input variables. These results are consistent with the common sense. Asymmetry means skew of the distribution of the results in one direction. That means it is more probable that option will be executed and therefore the value of the option increases.

Key words: financial management, real option valuation, asymmetry, Monte Carlo simulation, decision analysis

Innovation and new frontiers for management

What impacts have the use of Configuration Management to steer the business process infrastructure on the future of Management

Manuel Maier
University of Gloucestershire, UK

Abstract
Not many companies have implemented this business process infrastructure yet.

Organisations without a working Configuration Management steered business process infrastructure have an extremely slow and cumbersome change process. The impacts on businesses are particularly negative, because the change process is not a stand alone entity. A working business process infrastructure is the basis for process improvement and therefore crucial for the international competitiveness of any company.

The aim of this research is to find out how its implementation in a growing number of companies has impact to the future of management.

This investigation will be empirical with data collection, data analysis and the generation of a framework. I am a critical realist and therefore the research is done in accordance with this philosophy.

Key words - Configuration Management, Change Management. Business Process infrastructure, Future of Management, Digital Transformations

An open approach to develop Green innovation. A case study analysis.

Francesco Calza
University of Naples "Parthenope", Italy

Adele Parmentola
University of Naples "Parthenope", Italy

Ilaria Tutore
University of Naples "Parthenope", Italy

Abstract

According to a widespread definition, environmental innovation consists of "new or modified processes, techniques, systems and products to avoid or reduce environmental damage" (Kemp et al., 2001). In contrast to other innovations, environmental innovations may lead to a so-called 'win-win' situation characterized by both economic and environmental benefits (Horbach, 2008).

According to this "technology push" view, environmental technological change occurs mostly as the result of government policy. The majority of the studies on environmental innovation focus the attention on technologies promoted by public policy and developed in a firms' conventional R&D department.

On the contrary, the literature on the so-called "open innovation" mode is proliferating (Chesbrough, 2003, 2006) and offering interesting insights, but mainly with respect to "standard" technological innovations (Laursen and Salter, 2006; Henkel, 2006) and less to environmental technology innovation. The idea of openness is that a single organization cannot innovate in isolation. It must engage with different types of partners to acquire ideas and resources from the external environment to stay abreast of the competition (Chesbrough 2003; Laursen and Salter 2006; Ghisetti et al, 2015).

The open innovation mode for environmental innovation development is also coherent with the new paradigm based on a Quadruple Helix Model where the 'natural environments of society' is added to government, industry, academia and civil participants work together to co-create the future and drive structural changes far beyond the scope of what any one organization or person could do alone. Despite the interest on environmental innovations is on the rise, research on this field is still fragmented, especially with the *regard to the open innovation mode to develop eco-friendly innovations. This paper aims at filling this gap in the literature, providing a case study analysis of the eco- innovation developed adopting the open innovation paradigm.*

Key words: Open innovation, environmental innovation, quadruple helix

Blue and Beautiful. A multiple case studies analysis of Marine Biotechnology Firms in the Cosmetic Industry

Gaia Raffaella Greco
Stazione Zoologica Anton Dohrn; Naples, Italy

Marco Cinquegrani
Istituto di Calcolo e Reti ad Alte Prestazioni, Consiglio Nazionale delle Ricerche, Naples, Italy

Francesco Izzo
Seconda Università degli Studi di Napoli, Italy

Abstract
In the last 10 years, Blue Biotechnology emerged as one of the more interesting and most promising research fields with industrial applications. Thanks to the recent technological and scientific advancements, the investigation of marine ecosystems revealed the existence of an uncountable numbers of new and mostly unstudied organisms and bioactive compounds. Some of these natural substances have demonstrated a huge potential, some others are actually used in the production of goods and services. Main fields of applications are in fact pharmaceuticals, nutraceuticals, cosmetics, energy, life science products and new materials. Recently, applications of marine biotechnology in cosmetics have dramatically increased, and innovation capabilities have become the key factor of competitive success. We explored a sample of blue biotechnology firms that operate in the cosmetic industry. We carried out a multiple case analysis of Italian small companies. Aims of our research are to understand how blue biotechs were born and to describe the dynamics of collaboration between the firms and the Public Research Organizations (PROs). The analysis provides an up-to-date picture of the international process of scientification of the industry, also showing the relationships among cosmetics and the other sectors where Blue Biotechnology has strong applications, outlining future trends of the industry.

Key words - Marine Biotechnology, Cosmetics, SMEs, Innovation, Technology Transfer

The relationship between coopetition propensity and entrepreneurial intentions of individuals

Murat Kayak
University of Naples “Parthenope”, Italy

Michele Simoni
University of Naples “Parthenope”, Italy

Abstract
Studies on entrepreneurship have shown that the propensity of the founder of a new venture to engage in coopetitive relationships with other firms (i.e. relationships with other firms that simultaneously are collaborative on certain dimensions and competitive on others) is key for the successful creation of the new business. However, no study has investigated whether such propensity to coopetition is also a relevant antecedent of the willingness of an individual to create a new venture. The paper therefore investigates whether individuals that show a high propensity to coopetitive relationships are also those that manifest the highest intentions to become entrepreneurs.

The study analyses a sample of 138 students involved in a Management Bachelor Degree program.

Using structural equation modelling (SEM) the paper shows that coopetition propensity positively affects individuals’ entrepreneurial intentions and that such relationship, consistently with previous literature, is mediated by entrepreneurial self-efficacy. Implications for theory and practice are discussed.

Key words - Coopetition, entrepreneurial intentions, self-efficacy, structural equation modeling

Innovation as a market shaping process

Peter Moran
China Europe International Business School (CEIBS)

Michele Simoni
University of Naples “Parthenope”, Italy

Abstract

Building on Penrose (1995) and Moran & Goshal (1999), we argue that markets are an effective mechanism to create value when:

- *a service to be rendered, along with the required resources, becomes known (perception);*
- *the path to combine these resources to deliver the perceived service is understood (possibilities);*
- *the service is meaningful to someone (motivation).*

When these three conditions are met, markets are all that is needed to create value by promoting all necessary exchanges. Markets are particularly effective because all necessary exchanges can be:

- *impersonal;*
- *guided by ex ante assessments of efficiency.*

In this way, prices reflect the allocations that are ex ante efficient.

When these three previously examined preconditions change the market evolves, redefining what is efficient. This can happen either autonomously, through new deployments of under utilized resources (Penrose, 1995) or by innovation.

In the paper we suggest that innovation is required when one or more of these preconditions is missing and that the role of innovation is to induce the missing precondition(s) and thereby create the opportunity.

We propose a new perspective highlighting how different types of innovation can change these preconditions in different ways. The resulting process, we argue, is a market shaping one that requires agency (it is neither blind nor autonomous). Implications for firms are discussed.

Key words - Innovation, market shaping, value creation

The creative turn of wine

Pasquale Sasso
Second University of Naples, Italy

Ludovico Solima
Second University of Naples, Italy

Abstract
There are many research in strategic management literature on wine industry, but nowadays there are not enough works that underline the importance of wine as "creative product".

In fact in the aesthetic economy (Rifkin 2000; Livat-Pécheux 2006; Assouly 2008), some specific industries such as luxury, fashion and gastronomy, actively contribute to the economic growth. In this context, artistic creations, with their creators, play a fundamental role (Garnham, 2002) and creativity and savoir-faire become symbols of a new way to produce (Menger, 2002). As a result, taste and feelings have become market values (Assouly, 2008). In this context, wine can be considered aesthetic product (Beverland 2005). It is a symbol of quality, civilization and authenticity. In the ancient Greece, for example, the harvest was considered a festive moment, that went beyond the farm work. Today wine is even a cultural product and wine culture is celebrated by important awards like a chance to be entered in the UNESCO List.

As a matter of fact, Robert Mondavi, the most important wine producer in Napa Valley, defined wine as "the liquid art", because its production process is a cultural combination of emotions, creativity, savoir-faire, but also of wine branding, design of bottle, wine label and cork (Mondavi 1998; Roberto 2002). In other words he considers wine as a creative product.

Starting from this assumption, the paper, as first, aims to understand if wine can really be considered even a creative product and, therefore, if wine industry can be considered a creative industry (Gombault, Livat-Pécheux 2009), according to Caves seven properties of creative industries (2000). Secondly, the work tries to describe and understand in which way wine makers can develop a creative wine business. This work tries to answer the research question, through a qualitative analysis based on secondary data, contributions coming from literature and empirical cases.

Key words: wine; wine industry; culture; creativity; aesthetic economy.

Arriving at the High-growth firm

Amith Vikram M Ashok
University of Naples Federico II & University of Naples Parthenope, Italy

Abstract
This paper seeks to empirically identify what characteristic enable us to identify high growth firms. Using the population of manufacturing firms in Italy with the sample size of 62.458 which is derived from Aida Bureau Van Dijk. This study adds to the literature through a quantitative content analysis of the narrative descriptions for rapid-growth firms. The purpose of the study is to define the high growth firms and to predict the growth of these firms using balance sheet data of year before the growth. Empirically, this paper provides two differences with regard to previous literature: (1) The primary goal of our work is to provide definition for high growth firm using Net working capital as the growth measure and (2) firm growth is understood as an extraordinary growth in comparison with the average growth of other firms in the same industry, and not defining the variables which enable the firm to grow with the rapid speed. To address this gap and contribute to the literature we use Probit model and other independent variables which contribute for the growth of the firms.

Key words: high growth firms;probit analysis; working capital; predicting growth

Management: Globalisation

Management of Foreign Sales Subsidiaries - Contributions and Outlook from a Case Study on the German Mittelstand

Bernd Bernecker
University of Gloucestershire, UK

Abstract

This paper provides the contributions to knowledge derived from a case study focusing on "How to manage foreign subsidiaries in a multinational company (MNC) belonging to the German Mittelstand". Existing MNC knowledge focuses mainly on large MNCs (e.g. Bartlett & Ghoshal, Prahalad & Doz) whereas contributions regarding an application to the German Mittelstand are scant. In particular, a framework for multinational management with patterns for foreign subsidiaries is missing for both academia and management. Thus, the findings of this case study contribute to existing MNC knowledge and provide ideas and guidance for managerial practice.

The main contribution of the case study is the framework for multinational management, which fills the gaps identified in existing knowledge. In particular, this case study contributes to knowledge by: (1) providing the key MNC factors for the German Mittelstand, (2 and 3) operationalizing the models for MNC typology and subsidiary roles for the German Mittelstand, (4) elaborating patterns for foreign subsidiaries to improve their competences and to increase the market importance of their local market according to their subsidiary roles.

Further research may put emphasis on (1) the perspective of the subsidiary when applying this framework, (2) the influence and the distribution of power within the MNC, (3) the operational perspective, (4) cultural aspects, as well as (5) the opportunities with new IT solutions.

Key Words: Multinational Companies (MNC), MNC Typologies, Subsidiary Roles, German Mittelstand, Case Study

Shipbuilding firms' internationalization: A case study analysis

Francesco Calza
University of Naples "Parthenope", Italy

Chiara Cannavale
University of Naples "Parthenope", Italy

Elena Laurenza
University of Naples "Parthenope", Italy

Abstract
Shipbuilding companies are an interesting field of research because it is a particular industry characterized by products whose realization implies the involvement of many players who work in team on complex projects. Since the half of last decade the shipyards from emerging countries with lower labor costs has increased. For these reason even the smallest firms have to deal with the challenges connected to increasing competition as well as with the opportunity to extend their activities in international market.

Many contributions are given on the internationalization of small manufacturing firms, but the superyachts industry follows a particular pattern, as it deals with a particular kind of product whose demand is related to socual status and customization rather than to economic trend and development.

This paper wants to contribute to this debate, trying to understand how shipbuilding companies react to the pressures deriving from globalization and from the intensification of competitive rivalry in this industry. In particular the paper starts from the consideration that the decrease of internal demand for these products put a strong pressure on firms to perform better in international markets.

Examining a case study of an Italian shipbuilding firm, the work tries to identify the path to internationalization of shipbuilding industry, the export barriers and the obstacles to internationalization process.

Key words: Internationalization, shipbuilding companies, barriers, international markets.

The Reshoring Strategy: An Emerging Research Field between an Interpretative Theoretical Model and Enterprises Experiences

Luca Ferrucci
University of Perugia, Italy

Antonio Picciotti
University of Perugia, Italy

Abstract
The reshoring is an emerging phenomenon in the academic literature, representing a frontier for management studies. In fact, in a scenario in which most of research on enterprises internationalization has focused and continues to focus on the determinants and the ways in which firms grow abroad, contributions to describe and interpret the choices of relocation of manufacturing activities in the country of origin of the company are not as widespread (Fratocchi et al. 2014; Tate, 2014; Arlbjørn and Mikkelsen, 2014). The reshoring, however, has an increasingly important role in enterprises decisions and the antecedents of this strategy that few studies have so far identified are an increase in both the quality of the productions and the conditions of manufacturing flexibility (Drauz, 2014; Martinez-Mora and Merino, 2014; Kinkel and Maloca, 2009).

Based on this theoretical framework, this paper seeks to provide an interpretive model of the enterprises behavior which have implemented reshoring strategies. Referring to the experience of Italian companies, often aggregated into industrial district and operating in traditional industries, it's possible to identify different stages of reshoring process, both from a theoretical point of view, and through the description of brief case histories.
In particular, after different internationalization strategies, first carried out in closer geographical and cultural contexts, as the Central and Eastern European Countries and, later, in more distant areas, as the Far East Countries, Italian enterprises can decide to relocate the production in their country of origin for the joint action of different factors: technical (quality of production), economic (cost reduction), relational (barriers in intercultural management) and marketing (enhancement of the country of origin effect). In this way, it's possible to underline the existence of a variety of enterprises strategic behaviors that could be investigated in future research activities.

Key words: Reshoring, Backshoring, Internationalization, SME, Italy

SME´s internationalization: The role of organizational capabilities on strategy in the German MedTech industry

Gunther Heiss
University of Gloucestershire, UK

Abstract
The aim of this research is to find out which specific factors influence the strategic approach of German MedTech SMEs, how organizational capabilities are related to their strategic approach and what influence they have on the strategy execution in international ventures. Based on theoretical reasoning and on an empirical investigation, a conceptual model of international expansion in this industry leads to understand the behaviour of such SMEs and evaluates important ingredients of success and identifies those that appear to be most prevalent.

High product development costs with respect to a distinctive innovation strategy force SMEs in the MedTech industry to increase turnover by internationalization, which is often constrained by resource limitations or challenging regulatory factors.

The academic literature describes different basic patterns in the context of internationalization. Nevertheless the findings suggest, that whilst there are some common processes and patterns among firms´ internationalization, the variations can be explained by the contingency theory. But this neglects the specific industry context in which the firms operate as an important factor in their internationalization process. There is also a discourse on the impact of capabilities on strategy and firm´s success. According to Murray et al. (2010) it is important to develop a level of strategy fit that is consistent with organizational resources. Atuahene-Gima and Murray (2004) highlight the influence of organizational capabilities in the context of the development of such a strategy, whereas Lages et al. (2007) sees little empirical evidence.

The method of choice for conducting this quantitative research is a cross-sectional survey by self-completion questionnaires. Randomly selected MedTech SME exporting firms from the Key German Enterprises directory will be addressed by a mail survey. Structural equation modeling will be applied to test the conceptual model. Therefore the measurement model and the structural model will be evaluated in different steps with the help of appropriate software tools.

Key words: - Internationalization, organizational capabilities, SME, strategy

Circle International

Management: Social

The development and changing of fundraising practices in an Italian Non-profit organization: the "Lega del Filo d'Oro" case

Alex Bizzarri
Università Politecnica delle Marche, Italy

Silvio Cardinali
Università Politecnica delle Marche, Italy

Antonio Picciotti
Università degli Studi di Perugia, Italy

Abstract

The purpose of this paper is to investigate the success of the fundraising practices adopted by one of the biggest and most proficient charity in Italy. The discipline of fundraising sees increasing attention from the scholars due to the worldwide growing of the nonprofit sector and the subsequent competition for private funds. Despite that, many of the studies on fundraising are still limited to the Anglo-Saxon context. This paper thus aims to examine how an organization can be successful in a context where fundraising does not represent the routine procedure for the vast majority of the players. Although there is still no universally accepted method to assess fundraising performance, researchers agrees that the proper implementation of marketing tools is an important factor that can lead to the achievement of a competitive advantage. This study was conducted by using a qualitative methodology; helped by semi-structured interview to the fundraising responsible throughout the last twenty years, our intent is to shed a light on how the fundraising process is carried out and which are the variables of success. The findings show a transformation of the marketing tools dedicated to fundraising over the years, along with the adoption of a long-term relationship view toward donors as well as the implementation of innovative fundraising instruments such as bequests. Recommendations for future advancement in research are made as well as management implications.

Key words - Fundraising, nonprofit, marketing, management, third sector

Looking for a "New Social Partner" as a tool in enhancing a company's Corporate Image. The case of Companies in Cyprus.

Marlen Demetriou
University of Nicosia, Cyprus

Ria Morphitou
University of Nicosia, Cyprus

Abstract
Many corporations nowadays, try to improve a society's "well-being" through Social Partnerships with organizations which fight against specific Social Problems in the Society. This strategic approach on behalf of the corporations is embedded in their Corporate Social Responsibility (CSR). Corporate Social Responsibility (CSR) is faced as an opportunity for Brand Equity and there are many organizations which invest a considerable percentage of their budget on different CSR activities in order to enhance their image. A very popular CSR strategy is the Cause-Related Marketing (CRM) according to which the profit-making companies form strategic partnerships with non-profit organizations for mutual benefits. CRM can provide great opportunities to organizations in terms of corporate reputation, brand awareness, customer loyalty, and press coverage (Kotler 2001). The question is whether once a company has formed a successful partnership with a cause to remain in this partnership for years or even permanently. Remaining on a successful partnership there is a positive association of the corporation to a cause in favor to its brand image. On the other side, corporations work in very dynamic markets where all factors are changing including the social problems and social needs of the people in a market. Do they need to be flexible and make new social alliances according to the current social problems? To give an answer to the questions above a comparative analysis of the research findings of a four-phase survey has been used.

The Research Methodology and Findings - This longitudinal survey which started in 2004, was repeated in 2006/7, 2010 and in 2014/15 in Cyprus. In all four phases of the research a stratified random sampling method was used based on three mutually exclusive age groups, being 20-35, 36-50, 51-above. The analysis and findings of this research focuses on 730 usable questionnaires for 2004, 560 questionnaires for 2006/7 , 480 for 2010 and 375 questionnaires for 2014/15. The aim of this longitudinal research seeks to examine the impact of CRM on the Cypriots' buying behavior as well as to examine the need for corporations to change social partners. the social

organizations/causes that Cypriots expect Profit making Organizations to form Social Partnerships with for the mutual interest of the Society and the Institution.

The outcome of the survey indicates that the majority of consumers would prefer to buy Brands that are produced or distributed by companies that can prove to their Social Responsibility. At the same time Cypriots recognize as "Socially Responsible Companies" mostly those corporations that have formed an ally and fight for a cause which has high impact in the Cyprus society. In the first and second phase of the research, when Cyprus was in economic prosperity, a very big percentage of interviewees have indicated their interest to see profit making Organizations to form "Social Alliances" with social organizations dealing with health programs In the last phase of the research the results were different to the first and second phase of the research in terms of the companies Cypriots acknowledge as Socially Responsible as well as the Causes Cypriots would like the profit making corporations to be associated with. The results of the last phase of the survey indicated a real concern of Cypriots on Causes related to Poverty and unemployment. Poverty was not mentioned in the first two phases of the research (2004 and 2006/7) but in the survey of 2010 a very low percentage of the responders referred this social problem. In the latest phase of the longitudinal research, the majority of the responders' referred to poverty, unemployment and to other social issues related to it. The reason for this change of attitude among Cypriot Citizens is the fact that Cyprus which was ranked as one of the wealthiest countries in Europe before 2010, is today under the supervision of "Troika". The change in the economic standards of Cypriots dropped after the "Hair Cut" of the Depositors of the two biggest Banks in Cyprus on March 2013 and since then phenomena like "Poverty" and people standing in queues for a plate of food became very common.

Conclusions - All the companies who embraced the social problem of Poverty in Cyprus and formed Social Alliances with Institutions who fight against "Famine" and "Poverty" have been ranked at the top of the list of the "Socially Responsible" Corporations in Cyprus in the survey of 2014/15. When comparing the findings of the four phases of the research one can easily draw the conclusion that the corporations need to be flexible and to adjust to the current Social needs of the Market even for their "Social Partnerships". In the case of Cyprus, before 2010, at the top in list of CSR companies we had all those corporations which formed successful partnerships with non-profit organizations dealing with health problems. In the latest survey the companies in the list have been replaced by companies which are involved in activities against poverty and unemployment. Thus the *corporations need to revise their Cause Related Marketing Strategies and adjust to the new Social Problems in an effort to safeguard their CSR image and reputation.*

Key words: Corporate Social Responsibility (CSR) , Cause Related Marketing (CRM), Brand Image

Palliative Well-being increased by Art-Therapy

Marie-Christin Hallier
Alanus University, Germany

Abstract

The lecture/article is based on a test over the period of nine months being part of a Master-thesis of Art Therapy. The case is a documentation of effects stabilizing the subjective life-quality of a 40 year old patient suffering of ALS (Amyothrophe Lateralsklerose). In addition to her muscle athropy, she cannot speak anymore due to the medical treatment of her main desease. Communication was only possible from her side by nodding with her head meaning a ,,yes,, or ,,no". The patient considered to cut off her artificial breathing in December 2014 – but is still living after therapy in November 2015. The tools being used are :

> *An alphanumerical chart*
> *To enable a "dialogue" between the arttherapeut and the patient an alphanumerical chart was developed where she was asked for a ,,key-word " for a picture she would like to be painted. The finger of the therapist goes to the ,,A" and then step by step to the next letters: waiting for the nodding patient for ,,yes". After the first letter fixed the finger goes again to the ,,A" in search for the second letter...By this method the therapeut could paint pictures due to the wishes of the patient.*
>
> *A qualitative approach*
> *According to the wishes/topics explored by the alphanumerical chart the therapeut painted pictures. Within the nine months of that test the picture contents and the colours can be interpreted in terms of well-being.*
>
> *A quantitative approach*
> *To measure the mood of the patient per session 5 questions in the beginning (– being repeated in the end) were asked with a scale of 0-10 reflecting very bad feeling up to feeling very well. By this the well-being could be compared over a period and it is also possible to cross-check each of the five questions with data from the other four categories within the question-panel.*

This case-study goes beyond literature as mostly art therapy is described there in connection with cancer patients - while ALS and especially a patient

who cannot speak anymore has not been covered yet : especially not being stabilized over such a long period.

Key Words: Innovation, Custumer-/Patient Orientation, Holistic Marketing, Palliative Medicine, Art-Therapy

Sustainable marketing as a response to contemporary challenges facing companies in Poland

Edyta Rudawska
University of Szczecin, Poland

Ewa Frąckiewicz
University of Szczecin, Poland

Małgorzata Wiścicka
University of Szczecin, Poland

Abstract
The fact, that the volatility of the environment affects the way the companies operate in the market is evident (Kotler, Keller 2013, Herman, Szablewski 1999, Obłój 1989). However, changes taking place outside the company have different sources, different nature and strength of influence, and thus induce different responses (Drucker 2009). A strong trend in recent years is the search for formulas of activity related to sustainable development. The authors state a hypothesis that the adaptation of sustainable development concept in marketing activity is an adequate answer to changes occurring in the environment.

Some important attempts of integrating non-economic company goals with marketing strategy are made in the literature. However the concept of sustainable marketing is the most complex one. The aim of the paper it to characterize a contemporary business environment of polish companies, to identify sources of crisis of traditional marketing activities as well as conceptualize sustainable marketing concept. The authors have also analysed research results run so far on polish market regarding the scope of use of sustainable marketing in order to indicate existing research gaps in this field. To achieve these goals a deduction technic had been used as well as secondary sources of information, like research reports prepared by external research agencies.

The analysis of research results run among companies operating in Poland drives to conclusion that sustainable activities regard mainly the general company strategy connected with pro-social and pro-ecological activities, not stricte marketing activities. Research results presented in the paper also lead to the conclusion that there is no comprehensive research on the instrumental approach to sustainable marketing activities.

Key words: sustainable marketing, polish companies, CSR, marketing orientation, market challenges

Forecasting Alcohol Consumption in Europe

Slováčková, Birčiaková, Stávková
Mendel University in Brno, Czech Republic

Abstract
This article is focused on forecasting the developments in alcohol consumption in Europe. The results are based on the current alcohol consumption per capita in Europe (expressed in litres of pure alcohol) as well as on knowledge of theoretical assumptions of time series extrapolations. The analysis of alcohol consumption should consider the product characteristics as well as the consequences of its excessive consumption. The predictive methodology makes use of the Box-Jenkins method, which is a prerequisite to successfully identify a time series model, a parameter estimation model, the appropriate transformation of time series, determining the order of differentiation and subsequent verification of the model and also the ARIMA model, taking into account the autocorrelation and partial autocorrelation process. The chosen methodology for predictions of alcohol consumption is a prerequisite for possible proposals of measures to regulate alcohol consumption in Europe. The forecast of the development of consumption is performed on the forthcoming 10 years due to the length of the process to determine and implement alcohol consumption regulation measures.

Keywords - alcohol consumption, pure alcohol, trend forecast prediction, the ARIMA model

Marketing:
Consumer Studies

Temporal search in elderly consumer behavior in Poland

Marcin Awdziej
Kozminski University, Poland

Abstract

Gauri, Sudhir and Talukdar (2006) introduced the notion of "cherry- picking" or consumer price search and analyzed its temporal and spatial dimensions. Given the price variation across time in stores (e.g. weekly for groceries or seasonal for durables), consumers can save by "cherry-picking" through price search over time- delaying or accelerating purchases (temporal search) or travelling from store to store (spatial search). As elderly consumers are considered to have more free time that enables them to engage more intensively into the second one, one can expect more inclination for spatial search. However, this might not be true, as many elderly, due to many factors, such as health or habits (Szmigin and Carrigan, 2001), might prefer to shop in a limited number of stores. Therefore, they do not take advantage of price variations across many shops (spatial), but might rather plan their purchases depending price variations depending on time in habitually visited, limited number of stores. This paper presents the results of a survey of elderly Polish consumers, which aimed to identify whether elderly consumers have more propensity for temporal versus spatial search, temporal shopping habits of elderly consumers in Poland, and factors affecting preference towards temporal search over spatial one.

Key words: temporal search, spatial search, elderly consumers.

Ethical Consumption: The rising importance of Fair Trade Products

Aftab Dean
Leeds Business School, Leeds Beckett University, UK

Claudia Lohe
Leeds Business School, Leeds Beckett University, UK

Abstract
Over the last 30 years ethical consumption has been on the increase (Harrison et al., 2005) due to consumer concern about the right and wrong consequences of consumption (Start, 2009) in relation human, animal or environmental issues (Low and Davenport, 2007) . A rang of ethical products are now available to consumers such as Fair Trade labelled or certified organic products (Shaw and Clarke, 1999; De Pelsmacker et al., 2005) which either guarantee fair working condition and the absence of child labour as well as higher prices benefitting the producers in developing countries, or a guarantee of environmentally sustainable production and animal welfare (Langen, 2011).

Recent research in the field of pro-environmental consumption suggests that the keenest environmentalist with regard to shopping are the segments of well-educated (Chen and Peng, 2012; Mäkiniemi & Vainio, 2013), females (Rezai et al., 2012; Kalamas et al., 2013), and high earners (Bucic et al., 2012). Several authors (Connolly and Prothero, 2003; Ginsberg and Bloom, 2004; Peattie and Peattie, 2009) suggest that the 'only' segment with congruent ethical behaviour is the small segment of so called dark green consumers. This research intends to identify whether the values and ethical purchase behaviour exists within the larger consumer mass market.

A conceptual framework was developed based on the work of Auger et. al. (2008), Carrington et al. (2014) and Antonetti and Maklan, (2015) to capture the motives for ethical consumption. To test the relevance of the model a survey instrument was designed and administered to consumers, in the North of England, to identify consumer categorisation within the Fair Trade Segment. The inferential results revealed a distinct profile of ethical consumers. The results show that the purchase motivation, for ethically soured products, is significantly influenced by personal values, beliefs and motivation to purchase ethical products.

Keywords: Fair Trade, Ethically Sourced Products, Consumers and Segmentation

The country of Origin effects in consumers' evaluation of a hybrid product

Alessandro De Nisco
University of International Studies (UNINT), Italy

Michela Matarazzo,
Guglielmo Marconi University, Italy

Federica Annunziata
University of Sannio, Italy

Riccardo Resciniti,
University of Sannio, Italy

Abstract

The international trade and increasing globalization generate new market dynamics. The consumers today are faced with a proliferation of hybrid products (products with multi-country affiliations) and this has shown new perceptions and purchase intentions associated with the products.

Generally, researchers have demonstrated that country of origin image (COI) influences the evaluation of products by consumers.

More research is needed to examine this aspect in consideration to the hybrid products.

This study investigates the effects of partitioned country of origin associations on consumer product quality evaluations in the context of fashion industry. Specifically, it deals with two sub-constructs of country image: country of design (COD) and country of manufacturing (COM).

We conducted the experiment in Britain on a sample of 186 females, considering two different countries with opposite perceived capacity to design and manufacture: Italy and China. We consider two brands that exist: Brand X, an Italian brand characterized by an Italian sounding name with a high level of familiarity, reputation and prestige, and Brand Y, which is not an Italian brand, isn't characterized as Italian sounding, but it is characterized by an equivalent level of prestige and notoriety compared to Brand X.

Results revealed that UK consumers tend to prefer those products that are both designed and manufactured in Italy rather than in China. Our results *also show that COD and COM work differently, therefore, using the 'Made in' notion to mean both the country of design that the country of manufacturing, is inappropriate.*

Implications of the findings are considered and future research direction identified.

Key words: country-of-origin effect, country-of-design, country-of-manufacturing, hybrid products, consumer behaviour.

Consumer wine perceptions in the Brand Origin framework: the role of product market value

Monica Faraoni
University of Florence, Italy

Tommaso Pucci
University of Siena, Italy

Samuel Rabino
D'amore-McKim School of Business, Northeastern University, Boston, US

Lorenzo Zanni
University of Siena, Italy

Abstract

Despite many studies in the literature have shown that the Brand of Origin (BO) is a well known wine choice factor significantly affecting the consumer purchasing process, further investigations are still necessary. In particular it is not clear how the components that make up part of the consumer's wine perception can affect the level of importance a consumer associates to the wine's BO in the purchasing decision process. The paper aims to bridge this gap investigating the buying behavior of Brunello di Montalcino, an "high value wine", compared to the buying behavior of Chianti Classico, "a medium value wine". We hypothesized that, in such a case, the consumer's wine perception components can be important and can moderate (reinforce) the BO effect on purchasing behavior.

The analysis was conducted on a total sample of 5,173 consumers originating from USA, Canada; Australia, Germany; UK; Sweden; Belgium; Italy. The results of the ordered logistic regression confirms the relevancy and importance of the BO framework in the process of purchasing wine products. In particular, the results show a different role that the wine consumer perception components such as brand knowledge, brand attitude and brand image can have. Brand knowledge moderate the BO effect in the case of "high value wine" while reinforces it in the case of "medium value wine"; brand attitude reinforce the BO effect only for "medium level wines" while brand image has a general reinforcing role of BO effect both for high and medium value wines.

From these findings we derive some managerial implications concerning a different strategic use of BO for wine having a different market value.

Key words - Brand Origin, brand knowledge, brand attitude, brand image, wine purchasing process

Brand Love in the Cyprus Sports Industry

Andreas Sylianou
University of Nicosia, Cyprus

Hans Ruediger Kaufmann
University of Applied Management Studies Mannheim

Anna Garcia-Gallego
University of Leon, Spain

Abstract

The study aims to investigate how Cypriot sport consumers are emotionally connected with sport brands and sport teams, and how this connection reflects in their economic behavioural intentions. The central aim of this study is the validation of Brand love concepts (i.e. Rauschnabel and Ahuvia, 2014; Carrol and Ahuvia, 2006) in the sports industry of Cyprus, and if existing brand love concepts need to be differentiated as to the local island population. This is one of the few studies that are related to Brand love in the sport industry, and, to the knowledge of the authors, the only one on Brand love in relation to Cypriot consumer behaviour.

Cyprus Consumer behaviour related factors (Collectivistic culture, Social identity), Brand love elements (Emotional brand attachment, Brand loyalty, Perceived quality, Self-expressive brand, Brand trust, Brand identification) and behavioural intentions (Positive word-of-mouth, Repurchase intentions, Willingness to pay higher prices) were tested via a quantitative survey by questionnaires consisting of 26 items, which were personally distributed to a convenience sample of 100 sport consumers, aged 18-30 years old. The findings were analyzed by Cross-tabulation, Principal Components Analysis (PCA), factor analysis, Correlation analysis as well as Multiple Regression Analysis. The findings indicate that Brand love exists in the sport industry of Cyprus and explained the economic behavioural intentions with significant factors and provided satisfactory variance explanation. The current study provides useful information and practical recommendations for the sport industry practitioners by concluding on the evident consumers' perspectives on sport brands and sport teams allowing for effective promotion and closer consumer relationships

Key words - Brand Love, Sport Brands, Cyprus

Investigating the "Halalness" of restaurants – Surrogate Indicators and Muslim Consumers , an exploratory study.

Faiza Khan
University College Birmingham , U.K.

Ghazala Khan
Monash University, Australia.

Abstract
The growth of the "halal" market has been significant in recent years. In particular, the global halal food and beverage trade is estimated at $1.5 trillion annually and is expected to grow. Muslims are encouraged to consume products and services which are deemed "halal" or lawful and permissible in accordance with Islamic jurisprudence. However, in the absence of a "halal" logo or certificate, Muslim consumers have to rely on surrogate indicators to determine whether the food is appropriate for consumption. This is particularly relevant for the millions of Muslims who live in countries where they are a minority population and may not have easy access to "halal" establishments. Thus, this study investigates how Muslim consumers determine whether food service sector establishments are suitable for dining purposes in the absence of "halal" logos or certificates. Data was collected via semi-structured interviews in one Muslim majority and one non-Muslim country i.e. Malaysia and the UK respectively. A non-probability judgemental sampling approach was used and a total of 16 adults participated in the study with an equal representation of the sample from both countries. Early findings indicate that trust is an important surrogate indicator, being manifested by service personnel, clientele of the establishment, location and reputation. Without clear indicators of "Halalness", consumers choose a Vegetarian or Seafood option . The UK samples demonstrated a reluctance to accept other religious symbols and were reluctant to dine in restaurants serving both halal food and alcohol as compared to the Malaysian sample. The study addresses a gap in academic literature and aims to suggest practical implications for service providers in the hospitality sector.

Key words - Halal, Surrogate Indicators, Muslims, UK, Malaysia

Assessing the impact of Lipstick Effect on consumer choices. Evidence from a Masstige context

Michela Cesarina Mason
University of Udine, Italy

Andrea Moretti
University of Udine, Italy

Francesco Raggiotto
University of Udine, Italy

Abstract

This paper extends the body of marketing research on the role of "Lipstick Effect" on consumers' decisions, within a New Luxury context: fast fashion jewellery, as an emblematic example of New Luxury goods.

Originally conceptualized by Silverstein and Fiske (2003), New Luxury (particularly, its masstige goods category) apply marketing techniques traditionally employed by prestige brands (e.g., creating an aura of exclusivity), to commoditized product categories.

Lipstick Effect has not been widely considered by academic research. During hard economic times, people tend to buy less expensive prestige goods. The "Lipstick Effect" (e.g., Nelson, 2001; Jonathan, 2008), first observed in cosmetics, has been noticed in major downturns such as the Great Depression, and the 2008 crisis (Creasey, 2011). Rather than giving up completely self-indulgence purchases, consumers tend to choose more affordable items, still perceived as emotionally important (Elliot, 2008). Given the huge impact of the 2008 recession, it is reasonable to suppose that the Lipstick Effect has become more and more relevant on consumers decision making.

Once the answer to more sophisticated and wealthy customers (Silverstein and Fiske, 2002, 2003), after the 2008 recession masstige goods are increasingly considered by lower-income customers as their only alternative for self-indulgence purchases (Chen, 2014).

This paper considers masstige goods as one of the most visible market response to the Lipstick Effect.

To explore the impact of Lipstick Effect, this paper uses income as a new moderating variable on consumers' store perceptions (product quality, staff, and atmospherics) in a New Luxury context. 488 questionnaires have been collected within stores of an Italian jewellery retail chain. Results show that the perception of store atmosphere still appears to be stronger for higher income consumers; lower-income consumers put a greater emphasis on more material attributes of the offering.

Key words - masstige, lipstick effect, democratic luxury, moderating variable, fast fashion jewellery

The evaluation of "Made in Europe" effect: A cross-national investigation

Michela Matarazzo
Guglielmo Marconi University, Italy

Riccardo Resciniti
University of Sannio, Italy

Georg Schufft
Leverate Media GmbH, Germany

Abstract

Purpose - The purpose of this paper is to analyse the marketing potential of "Made in EU", which has been little studied in literature on Country of Origin to date. In particular, the paper shows under what conditions a place branding like "Made in EU", may be a viable alternative to nation branding.

Methodology - This study is based on two experiments, E1 and E2, carried out through an online questionnaire, which only differ in the nationality of their sample: E1's sample is Italian whereas E2's is exclusively German. The participants were asked to express their opinion on a product of which the only available information was an advertisement banner containing a graphic representation of the product, a label of the product's origin and a small introduction text. Both the banner and the introduction text contained detailed information about the product.

Both experiments have been designed in order to allow an elaboration with a two-way ANOVA (2x3) in which the two factors are « product » and « country of origin ». To this end, two experiments were employed through an online questionnaire administered to two samples of Italian and German consumers.

Findings - Results suggest that in situations of product country mismatch, particularly when a product is not associated to the productive tradition of the European country, the consumers prefer goods labelled "Made in Europe" rather than nationally labelled ones.

Key words - country of origin, europe, made in

An exploratory study to investigate the influence of Islam on British Muslim's green purchase behaviour.

Tahir Rashid
University of Salford, UK

Baseer Ali Durrani
University of Salford, UK

Abstract
Recent research by the British Council of Britain reveals that British Muslims have emerged as an increasing ethnic size group with particular religious beliefs and values who to tend show more signs of religious inclination during purchasing of various products. Based upon increasing consumer trends in halal food consumption, Islamic Banking and Islamic Insurance, it can be argued that individual level of religiousness may influence consumer purchase behaviour. The aim of this literature review paper is to explore the relationship between Religion and Green purchase behaviour among British Muslim consumers living in the UK. The on-going study will examine to what extent does the level of religiosity influence Muslim consumers green purchase behaviour.

So far it is found that the literature available on green marketing fails to explain Muslim consumers green purchase behaviour based on their religious affiliation and commitment. Therefore, the empirical study in the future will proceed with qualitative in-depth semi structure interviews of UK Muslim consumers. It is proposed that the findings will highlight implications for marketers to better understand the needs of UK Muslim consumers and enhance their marketing strategies towards this increasing market segment.

Key Words - Religion, Muslim Consumers, Green Marketing, Consumer Behaviour, Green Purchase Behaviour.

Word of mouth marketing from managerial perspective

Jolanta Tkaczyk
Kozminski University, Poland

Magdalena Krzyżanowska
Kozminski University, Poland

Abstract

Undermining the effectiveness of traditional marketing communication tools leads companies to seek alternative ways to reach customers. Consumers appear increasingly to lack confidence in advertising content, therefore the reliability of the advertising message decreases. So far, literature on the subject of word of mouth (WOM) has been largely devoted to the process of WOM communication from the consumer's point of view. But since companies are able to stimulate, as well as employ word of mouth as one of the instruments of marketing communication, they may be perceived as both senders and receivers in this process. Therefore, the question is – can companies manage the process of word of mouth marketing within the framework of marketing communication structures, and if so – how can they do that? The aim of this article will be to identify various ways of taking advantage of word of mouth by companies on the basis of source literature and own studies. Own research will be conducted using the CATI method on a nationwide sample of 250-270 representatives of the polish companies. For the classifications of enterprises due to their activity in the WOM management k-means cluster analysis (quick cluster) will be used, assuming 4 clusters. The project was funded by the National Science Centre on the basis of the decision DEC-2012/07/D/HS4/01761.

Key words - word of mouth, WOM, management, marketing communication, Poland

Marketing: Customer Satisfaction and Loyalty

Is satisfaction the key metric to Business School success? A longitudinal study of the NSS and the damaging effect of the survey results.

Aftab Dean
Leeds Business School, Leeds Beckett University, Leeds. England

Abstract
In an increasingly competitive higher education market, universities are facing intense recruitment competition both nationally and internationally. Consequently, the importance of national instruments to measure students' satisfaction have gained prominence in Universities. Especially, since the UK government announced that it would be making public, detailed information on the educational experience, of students, on courses provided by universities. This has led to an increasing awareness by current and prospective students, of published findings, of the National Student Survey (NSS) and many universities to re-evaluate their strategies to engage students.

The NSS has not evaded criticism in terms of the survey instrument (Ramsden, 2004, Shepherd, 2006), interpretation of results (Prosser, 2005), the use of findings due to the instruments subjectivity (Marsh et al., 2002), focus on courses and not tutors (Marsh and Cheng, 2010). Despite these concerns it is still the national instrument, adopted by UK universities, to measure the satisfaction levels of students studying at their institutes.

A sampling framework was developed to select student responses, from the NSS full dataset that met a transparent and rigorous criteria to permit longitudinal analysis. The sampling criteria of selecting the responses of university business school departments revealed 96,262 responses eligible for analysis. A number of multivariate analysis were applied to reveal results which question the current focus of resources and as Surridge (2009) cautioned the misinterpreting of the results. While this research provides new insights in improving student satisfaction in higher education. The author challenges the notion of measuring satisfaction in business school as previously advocated by Dean and Gibbs (2014). A more comprehensive framework of the student experience is proposed that will capture a richer insight into the student experience.

The findings from this research, on the NSS and student experience, can be utilised by universities to enhance their competitive position and deliver a

valued educational experience for students in higher education by prioritising their resources on key process issues.

Key words - NSS, Student Satisfaction, Pedagogy, Business Schools and Happiness

Success factors of customer delight at retail level

Andreas Marquardt
University of Gloucestershire, UK

Abstract
Existing theoretical knowledge how to improve customer delight at retail level was combined based on the main authors and concepts of customer delight. A model of customer delight dimensions ("house of service excellence") and a model of the ideal realization in practice ("success factors to operationalize customer delight") were created. The dimensions and the factors of realization were further analysed and detailed through a use-value analysis with different managers of a german premium car manufacturer.

The purpose of the article is to combine theoretical knowledge and practical expertise to improve customer delight at retail level.

The findings of the article are that the "house of service excellence" is confirmed in practice but the importance of the dimensions is shifted in comparison to the theoretical assumptions. The success factors to operationalize customer delight are confirmed but now provided with a ranking of their importance. This ranking leads to a sharpened and more focused model of the success factors at retail level based on the use-value analysis. The output is a model of success factors to gain customer delight that is confirmed by practitioners.

Key words - Strategy, Customer delight, service innovation, automotive retailing, success factors

Customer relationship marketing in the UK Muslim SMEs: An Islamic perspective

Tahir Rashid
University of Salford, UK

Md. Javed Kawsar
University of Salford, UK

Abstract

This study intends to investigate whether Islamic teachings influence the development of relationship marketing with customers in UK Muslim SMEs. Due to the very limited number of studies available, which interrelate 'customer relationship marketing' (CRM) and UK Muslim SMEs, there is a need to address the gap in the literature through comprehensive and extensive research, which interrelates these two aspects.

The research examines the understanding of CRM from the Islamic perspective, and the influence of Islamic belief in the practice of CRM amongst UK Muslim SMEs. Moreover, the research examines the factors needed for developing CRM for UK Muslim SMEs.

The literature research in the subject areas- Islamic view of customer, customer relationship-marketing, UK SMEs and Muslims UK SMEs retrieved six important relational factors (equality, brotherhood, greetings, ethics, and honesty) which are currently absent in the existing CRM literature. Furthermore, justice, commitment and communication have been discussed considerably in both conventional marketing literature as well as in the Islamic literature from the "sayings of prophet Muhammad (peace be upon him)" and from the holy "Quran".

Adopting qualitative research methodology, this study conducted twenty-five semi-structured interviews with Muslim SME owners to seek answers to the research questions. Applying thematic analysis techniques, the research findings revealed that amongst the SME owners, partial difference in understanding of CRM exists from both the conventional and Islamic perspectives of marketing. Nevertheless, the factors retrieved through Islamic literature were appreciated, influenced and practiced by Muslim SME owners for building and developing CRM.

Key Words - Muslim SMEs, Relationship Marketing, CRM, Islamic Marketing

Marketing:
Marketing Mix

Determinants of price and product policy standardisation: The case of German foundry SMEs

Juergen Wieland
University of Gloucestershire, UK

Abstract
Marketing mix policies is a buzzword – as is the phenomenon of standardisation, describing the homogenisation of mix policies according to stakeholders' wants and needs. Standardisation reduces SMEs' resource consumption and helps them to effectively plan, organise and control mix policies (Richter, 2012). This leads to high consistency in product offerings and a synergic marketing mix (Theodosiou, 2003).

While a significant amount of literature examines the standardisation as replication of actions and of marketing strategy, there has been little research on firms standardising their price/product policies for the synergic, successful application of policies, and the development of a framework for standardising mix policies (Özsomer, 2004).

Therefore, this study investigates price/product policy standardisation necessary for successful marketing mix management and develops a framework for standardising price/product policies, integrating standardised policies within a structured marketing mix management approach (Swoboda, 2012).

This research is important for firms standardising their price/product policies, thereby ensuring the synergic, successful application of policies within a structured marketing mix management approach. How such firms standardise their mix policies is important for the development of a standardisation framework. For firms using a standardisation framework, an understanding of how to integrate mix policies synergically and successfully is important, as it will enable them to do so within a structured marketing mix. This empirical research is realised through 12 semi-structured in-depth interviews of marketers working in German foundry SMEs, involved in marketing mix management and policy standardisation decisions. Content analysis was used to analyse the data collected.

This study provides empirical research on a framework for policy standardisation for German foundry SMEs. The literature review discovered seven undiscussed other factors influencing price/product policy *standardisation. Results show that no framework for standardising mix policies exists. This study closes this gap, proposing such a framework for planning, organising and controlling standardised price/product policies.*

Key words - standardisation, Policies, marketing, SME, intetrdependencies

“The challenges of out-of-home advertising practice in a period of global economic crisis (The Nigerian situation)”

John David Africs
Advertising Practitioner, Nigeria

Abstract

This research study would attempt to put Nigeria’s out-of-home advertising practice into a contextual perspective by examining the extent to which the global economic crisis of 2008 has impacted on the use of outdoor advertising medium to reach-out to and sustain consumer preferences in the distribution and marketing of goods and services in the Nigeria market place.

The study would rely largely on reviews of available literature and archival sources, while some primary information would be gleaned from the administration of in-depth interviews (whose answers would be content-analyzed) on randomly selected top industry sources. As the researcher is a practitioner, participatory observation would be put to use.

The study would present the overall out-of-home advertising scenario in Nigeria, while focusing mainly on the micro scale as presented by the commercial nerve centre of the country, LAGOS STATE.

Central to the research study is the theme of globalization. Not only is the world a global village with very little or no barriers, the international flows of funds, peoples, products and services remain uninhibited. The production, distribution, marketing and sale of goods and services ultimately involve a lot of actors and processes. How these actors, particularly in Nigeria are impacted by the conundrum of the most recent global economic crisis, vis-à-vis the outdoor advertising landscape in Nigeria would be thoroughly studied, with a view to finding common grounds with their foreign counterparts, and highlighting contemporary developmental issues that would alleviate the difficulties and chart a forward for the practitioners in Nigeria, in particular, and the world in general.

Key words - Globalization, advertising, outdoor advertising, content analysis, economic crisis

The Impact of Pricing Strategies on Corporate Customers in Nigeria

Razaq Raj
Leeds Beckett University, UK

John Udofa
Leeds Beckett University, UK

Abstract

Price is a very important variable in the marketing mix because it has immediate impact on profitability and revenue of the organization. Price can be represented in many forms but in the banking industry. Interests, fees, and commissions amongst others represent price. Price is one of the major drivers of customers satisfaction and customers loyalty in the service industry (including the banking industry), others being product, corporate image / branding and service quality.

The paper will investigate and empirically determine if Price is major factor in corporate customers' loyalty in the Nigerian banking market. The literature review will be carried out to look at the strategies of pricing to be adopted depending on the structure of the market, whether oligopoly, monopoly or competitive market structure. In other cases pricing is discussed along with other variables in the marketing mix, again depending on the market structure, or the industry type, whether service or goods industry. Also on bank customers' loyalty/ patronage preliminary literature review shows work done by various researchers such as Fragata (2010) and Khan (2012) amongst others in determining what constitute the factors that can drive patronage or loyalty in banks by corporate customers.

Furthermore, to empirically determine which of the sectors are most sensitive to the price as a factor of loyalty. The paper will further determine the role of price in customers' satisfaction in the sectors of the economy, which will be considered for the study. Though the research is an exploratory, it is still very important to consider some empirical work in the various areas that will have direct impact on the current study and these areas are as follows; Pricing and banking products, customers' patronage (loyalty or winning and retention of customers) and service quality, customers' satisfaction among others.

Key words - Price, customers, Corporate, satisfaction, profitability,

New frontiers for Marketing

Servitization: a Content Analysis

Alessandro Augurio, Laura Castaldi
Department of Economics, Second University of Naples, Italy

Abstract
One of the most important phenomenon of modern economy is servitization, conceived as the evolution of the offering from a simply material product to a product-service system (PSS), made of a variable mix of tangible (the product) and intangible (service) components (Vandermerwe and Rada, 1988; Goedkoop et al., 1999; Baines et al., 2007).

There has been a growing interest in the phenomenon, proven by the considerable number of papers dealing with the issue published by international journals since the seminal work of Vandermerwe and Rada of 1988.

Many authors, from different research fields and with different backgrounds (management, production, informatics, environmental sustainability), have dealt with the phenomenon. As a result the literature on servitization is composite and appears quite heterogeneous as contributions adopt different perspectives, with different research objectives and often use a variety of names while referring to the same thing, making difficult to define and precisely circumscribe the phenomenon.

Considering the state-of-art, this work aims to systematize literature in order to identify its general features and to bring to light common dimensions followed by scholars and literature mainstreams when dealing with servitization.

The literature analysis was carried out through the content analysis technique, which allows to reduce a phenomenon in a set of defined categories, facilitating its analysis and interpretation (Harwood and Garry, 2003). A final number of 89 papers – all assuming the perspective of the firm – were analysed.

Monovariate and bivariate analyses, followed by multiple correspondence analysis and cluster analysis, brought out three main research dimensions undertaken by scholars that allow to classify sampled papers in four different clusters: Strategic-Qualitative, Financial, Pragmatic and Theoretical.

Keywords: servitization, service strategy, product-service system, integrated solutions, content analysis.

Co-marketing: state of the art and new research avenues

Cecilia Grieco
Tor Vergata University, Italy

Gennaro Iasevoli
LUMSA University, Italy

Abstract
Co-marketing strategies play an important role as they allow firms to gather an increased sense of relevance. This is particularly true nowadays, when firms have to deal with a scenario that has been radically changed by economic development and digital innovation. In such a renewed context, co-marketing appears as an important tool to manage in addressing the new and emerging challenges. The benefits of co-marketing strategies, such as best customer relationship or best competitive position or reduced costs, are further increased in the current scenario: as digital markets emerge, the concept of co-marketing takes on innovative meanings and forms (e.g. affiliate marketing).

However, despite the topicality of the theme, co-marketing remains a topic that is largely unresearched. In particular a comprehensive literature review on the topic that includes the more recent contributions is lacking, and this seems to be a mayor omission for the development of the studies.

As for these premises, the purpose of the paper is to propose an analysis of existing contributions on co-marketing and to identify the new research avenues. The applied methodology is the systematic literature review, that includes the analysis and selection of the most important sources, the definition of searching criteria, the collection of references and the statistical approach to analyze results and main topics. The originality of the study comes from the emerged gap concerning a comprehensive literature review on co-marketing strategies. The results will also be useful to identify the boundaries of the topic under investigation, and defining it over those related concepts such as co-branding, marketing alliances, co-production.

Key words - Co-marketing; Marketing alliances; Literature review; Trends; Strategy

Value co-destruction: the Volkswagen emissions scandal

Valeria Improta
University of Naples Federico II, Italy

Mariarosaria Coppola
University of Naples Federico II, Italy

Marco Tregua
University of Naples Federico II, Italy

Abstract

In marketing literature most scholars have focused on value co-creation in a positive view (Plé and Chumpitaz Cáceres, 2010), the case of the value destruction is a recent topic (Echeverri and Skålén, 2011) whose investigation is in its infancy.

Co-destruction is "an interactional process between service systems that results in a decline in at least one of the systems' well-being" (Plé & Chumpitaz Cáceres, 2010, p. 431). It occurs through misuse or misalignment of resources and practices (Lefebvre and Plé, 2010).

This paper aims to explore value destruction adopting a service-ecosystem approach to get a deeper understanding of the multidimensional process that frames exchanges and interactions.

We analyzed the recent scandal of Volkswagen that has cheated on emission tests bypassing environmental standards losing around 40% of its market cap in a very short time.

This paper is based on a single case study (Siggelkow, 2007). We collected data through blogs and social media to focus on customers' reactions online. We also investigated other actors involved in the case, such as dealers, media, suppliers and opinion leader, thanks to the data collection through several sources.

Our study addresses that purchasing have additional attributes (e.g., environmental, health, etc.) to their immediate use-value, showing commitment to the purchaser's values. A process of values resonance (Ng et al., 2012) occurs and influences value-in-experience in an individual and social dimension (Edvardsson et al., 2011). So, we have to consider not only

the service context where the processes happen, but the broader life-world contexts (Helkkula et al., 2012).

Key words - value co-destruction; value co-creation; service ecosystem; resource integration

Motivating to co-create value: The case of polakpotrafi.pl crowdfunding platform

Magdalena Krzyżanowska
Kozminski University, Poland

Jolanta Tkaczyk
Kozminski University, Poland

Marcin Awdziej
Kozminski University, Poland

Abstract
The aim of the article is to review how customers are being motivated to participate in value co-creation process in the crowdfunding context, based on the analysis of Polakpotrafi.pl, Poland's biggest crowdfunding platform, launched in 2011. The authors attempt to answer two research questions: 1) How do project creators motivate funders to support their projects? 2) Do creators attempt to establish and nurture long- term relationships with funders? Taking into consideration the aim of the study, as well as its context (virtual environment), the research method adopted was netnography. Deductive content analysis of the descriptions of 108 successful projects and users' comments from the "Music" category was conducted to identify and analyze the ways of motivating funders. The research study revealed that in the "Music" category dominated appeals to intrinsic motivations, in particular the social ones (such as enjoyment in being part of a community, patronage-support, encouragement, financial help and sense of cooperation). Extrinsic motivations were rare. Project creators did not attempt to develop and nurture long-term relationships with funders.

Key words - value co-creation, crowdfunding, motivation, open innovation, marketing

Organisation

Impact of different factors on organizational productivity

Omar Al Marzooqi
Leeds Beckkett University, UK

Abstract
Effective Human resource professionals give much importance and spent time on managerial aspects of workforce management (Lawler and Mohrman, 2003). Recently, human resource management academics and business practitioner have analyzed that the process and activities of human resource department has being reengineered and reorganized in combination with strategic human resource (Lawler and Mohrman, 2000, Strachan et al., 1997). The importance and involvement of human resource line management has been studied in the past (Storey, 1987, Legge, 1995, Bacon et al., 1996), but currently line management has been played a prominent role in conjunction with human resource climate dimensions and human capital management for increasing overall productivity of the organizations (Larsen and Brewster, 2003, Currie and Procter, 2001, Bacon et al., 1996). Although decentralization process of line management and human resource management are an emerging issues across western countries (Brewster and Larsen, 2000). On the other hand human resource climate which has included the job autonomy and employees level of participation, affected the influence of line management in the organization. Human resource professionals have spent much time for developing work friendly relationship (WFR), which has increased employees participation and job autonomy. These professional has responsible to develop employees collaboration and smooth working in the organization. Moreover the effectiveness line management and human resource climate have based on the abilities of its human capital management. As for as current thesis dissertation there has two variables including human capital management. These variables are talent management ™ and knowledge management (KM).

Talent management (TM) has an emerging important construct used in modern social sciences researches. In the late 1990s, McKinsey introduced the concept of talent management in their report The War for Talent (Michaels et al., 2001). Talent management is critical to organizational leadership, productivity and success. Talent management is based on a strategic decision of human resource management for the development of effective talent pool accordance to the forecasting of demand and supply of its human capital in future. Talent management is important to fill key position in the organization which increased the effectiveness of not only

leadership but it also improved line management and work friendly relationship.

Key words - Organisation, Management, Talent Management, Productivity, Human Resources

The impact of organisational culture on corporate strategy of conglomerate organisations

John Amadi
Amajon Industries Nigeria Limited, Nigeria

Abstract
This article explores the impact of organizational culture on corporate strategy of conglomerate organizations. Organizational culture has been found to be a strong factor in any organization, be it big or small. Failures of many mergers, acquisition and international business initiatives have been traced to organizational culture. Furthermore, over the years, the number of conglomerate organizations declined in US and the UK but increased in Asia. The extant studies on organizational culture and corporate performance but none of such studies has investigated impact of organizational culture on corporate strategy despite the irregular trend found between US and the UK and Asia.

The findings of this exploration will be used to develop an effective model for excellent management of conglomerate organizations.

Key words - Organizational culture, corporate strategy, conglomerate organizations, strategic management.

Framework for Effective Excellence Model Implementation in Police Organisations. Case Study in Abu Dhabi Police

Abdulla Almazrouei
Leeds Beckett University

Abstract
Total quality management (TQM) and excellence philosophies have been important themes in management and business research for the past few decades due to their potential to affect a range of organisationally and individually desired outcomes (Crosby, 1979; Deming, 1986; Juran, 1988; Kumar, Choisne, Grosbois & Kumar, 2009; Boon, Arumugam, Safa & Bakar, 2007). Moreover, many quality programmes such as the European Foundation for Quality Management (EFQM) and the Malcolm Baldrige National Quality Award (MBNQA) have been established to promote implementing TQM concepts in different sectors, such as manufacturing, service, and non-profit organisations. Intensive research has been conducted to assess the impact of implementing the excellence model in several organizations and several researchers found a positive relationships between adopting excellence model and business performance (Lin et al. 2005; Jun, Cai, & Shin 2006). They also identified key critical success factors CSFs and proposed frameworks for effective TQM implementation (Kanji, 2008). However, these studies lack investigations into the adopting of excellence model in police sectors. Hence, there is a need to examine the proposed CSFs and introduce new possible CSFs that can fit with police context. Using a quantitative approach the study aims to use the findings of such an examination to develop a conceptual framework for effective excellence implementation in police organisations.

Key Words - TQM Implementation, Excellence Model, TQM Framework, Critical Success Factors CSFs, TQM in Police

Modernisation and Innovation of Leadership within the Abu Dhabi Police

Saeed Salem Al-Shamsi
Leeds Beckett University, UK

Razaq Raj
Leeds Beckett University, UK

Abstract

This paper will explore and analyse the ADP leadership style within the Abu Dhabi Police. The paper will develop a constructionist and a critical realist approach. The Abu Dhabi Police (ADP) General Head Quarter has been actively moving towards modernization at times where modernisation is taking the United Arab Emirates (UAE) in a landslide. However, the ADP's modernisation process is steering in minor steps while it can be effectively keeping up with the modernisation pace taking over the UAE.

The organizational behavior in the Middle East, many factors should be carefully taken into consideration as they play a crucial role in the success or utter failure of any form of organization be it a military one as ADP, commercial or non-governmental. Therefore, this paper provide an in depth analyses into the ADP culture, social fabric and history. Greaves (2012) argued that culture has an impact on the mind-sets and decision making process of people and the population of the UAE comes from a long history of tribal leaders, a deeply rooted culture and behaviors. These factors form the basis of the Emirati identity, the popular mind-sets and the country's social construct.

Yuki (2012) explained that throughout history, leadership has existed in various forms. This study has been supported by another author (Chandhary, 2013), when he claims that leadership doesn't differ variously but also differs globally. Therefore, in finding the best leadership style for ADP, six of the most common leadership styles have been thoroughly analysed.

This paper will discuss the effective leadership style at the ADP that enhance the performance of the organization and involvement of its employees so the organization will dramatically catch up to modernisation and move forward in creative thinking, organizational behavior and innovation. In addition, for data gathering, a qualitative approach by using semi-structured interview will be adopted. The paper will develop a new form of leadership model "the

Exceptional leadership style" adaptable to the ADP and similar organizations in the Middle East.

Key words - Leadership, leadership style, organisational culture, performance, behavior.

Croatian Qualification Framework as a managing tool for transparent qualifications in Croatia

Jelena Legčević
University of Josip Juraj Strossmayer in Osijek, Croatia

Abstract
Croatian Qualification Framework (CQF) is an instrument for the regulation of the system of qualifications in the Republic of Croatia, which provides clarity, access to the acquisition, reliably award, progression and quality of qualifications, as well as referencing levels of qualifications in the Republic of Croatia to the levels of qualifications of European Qualifications Framework (EQF) and the framework of qualifications for the European Higher Education Area, QF-EHEA and, indirectly, with the level of qualifications within qualifications frameworks in other countries.

Croatian Qualifications Framework with its role as the reform in the education system includes primarily educational programs, and Croatian qualifications of all levels, which are based on learning outcomes, have transparent criteria for evaluation and assessment and quality assurance acquisition of qualifications, supporting the principles of equity and lifelong learning and, where it is important, are in line with the labor market. One of the main aims of implementation of the Croatian Qualifications Framework, improving the quality of study programs and their closer alignment with the needs of the labor market through qualification standards based on learning outcomes. The paper discusses the results of the project approved and financed by the European Social Fund for the purpose of modernization and harmonization of study programs and curricula of Law Faculties in the Republic of Croatia.

Key words - learning outcomes, quality assurance, study programs, Croatian Qualification Framework

Examining corresponding project and change management roles in practice

Katalin Pádár
Budapest University of Technology and Economics, Hungary

Béla Pataki
Budapest University of Technology and Economics, Hungary

Zoltán Sebestyén
Budapest University of Technology and Economics, Hungary

Abstract
The number of sources linking project management (PM) and change management (CM) are growing, some even touching upon and linking roles of these related fields. Project sponsors and change sponsors happen to be corresponding roles of the two disciplines just as project managers and change agents on the domain of projects that are also second order changes. We, however, suppose that these connections do not provide much benefit for practitioners as they lack such theoretical knowledge. With the aim of enabling representatives of both of the fields to better exploit each other's bodies of knowledge, this study examines the knowledge and understanding of practitioners from different fields regarding concepts such as 'change', 'project', 'roles practitioners fulfill' as well as 'recommended action steps they should perform in those roles'—with the help of qualitative and quantitative empirical data. Findings point to differences in how representatives of different functional fields interpret the aforementioned concepts.

Key words - project sponsor, change sponsor, change agent, project manager, project management.

Port and Shipping Management

Collaborative strategies through port investments in developing countries: an empirical analysis

Marco Ferretti
University of Naples “Parthenope”, Italy

Francesco Parola
University of Genoa, Italy

Marcello Risitano
University of Naples “Parthenope”, Italy

Roberta Vitillo
University of Naples “Parthenope”, Italy

Abstract

Nowadays there is increasing interest in analysing the collaborative strategies of companies investing in transport infrastructures and, in particular, in port assets. Framing the analysis into the constructs of network theory, this study investigates the causal nexus between firm-specific characteristics and investment collaborative strategies, recognising that partner selection decisions and entry patterns are spatially embedded in various geographic contexts.

This paper performs a quantitative analysis based on the Private Participation in Infrastructure (PPI) database provided by the World Bank. The sample is composed by 1334 firms, investing in 1631 projects in transport sector from 1990 to 2014, in 86 low- and middle-income countries. First, data have been cleaned and cross-checked for smoothing mistakes and missing values. Next to this, a set of relevant company-based attributes has been defined: firm-size, project size, international and industry-related experience, attitude to cooperation, degree of firm similarity or complementarity with eventual partners, and so on.

Then, the key forms of inter-firm collaboration, derived from mainstream literature, are investigated by checking the presence of horizontal, vertical or inter-industry partnerships. In particular, we will scrutinize the strategic choices of firms from a geographic perspective, by identifying the main market drivers for port investments. The outcomes bring implications for practitioners and academics, also enabling to predict future investment patterns in developing countries.

Key words - Collaborative strategies, port infrastructures, port investment, developing countries.

Conflicts in Italian ports: A multiple case study analysis

Marco Ferretti
University of Naples “Parthenope”, Italy

Francesco Parola
University of Genoa, Italy

Marcello Risitano
University of Naples “Parthenope”, Italy

Iolanda Vitiello
University of Naples “Parthenope”, Italy

Abstract
Seaports are logistics places in which various kinds of conflicts arise, due to the coexistence of several stakeholders' interests that often diverge and are difficult to reconcile. In fact, port stakeholders may collaborate for creating value for the entire community, but often also "struggle" each other in the pursuit of their own individual objectives.

The aim of this paper is to discuss and analyse two major sources/areas of conflicts, that appear still under researched in academic literature, i.e. the management of concession agreements and the supply of ancillary services (piloting, berthing, towing). An in-depth literature review enabled to recognize the most common areas of conflicts in ports. Starting from prior academic studies, two selected areas of conflicts have been finally identified by administering a structured questionnaire to a panel of experts.

The analysis has been carried out by performing a fieldwork carried out in some Italian seaports, through interviews to Port Authority's (PA) executives, and the scrutiny of press articles, PA annual reports and mainstream prior studies.

Main results unveil that, in concession awarding, conflicts may arise among terminal operators because the legislative framework may not clearly determine procedures and requirements to award port spaces. As for the supply of ancillary services (piloting, berthing, towing), instead, the lack of competition in the market may favour the creation of monopolies and, consequently, the setting of unfair tariffs for port users. Finally, the discussion emphasises the need of pursuing ultimate and overarching solutions to these matters, in order to avoid spot or locally-bounded *approaches that, instead, are unsuccessfully implemented in many individual ports.*

Key words - Port conflicts, concession management, ancillary services, case study analysis, Italian ports.

Green practices in Port Authorities: A multiple case study

Marco Ferretti
University of Naples "Parthenope", Italy

Francesco Parola
University of Genoa, Italy

Marcello Risitano
University of Naples "Parthenope", Italy

Alessandra Turi
University of Naples "Parthenope", Italy

Abstract
The port logistics sector is typically a major economic pillar in maritime countries. In expanding its business activities and market coverage, the port is nowadays called to undertake a virtuous process of economic development, respectful of the environment. This means to achieve a sustainable growth, supported by actions for environmental protection not only within port boundaries but also in the territories in which maritime supply chains are inserted.

In this framework, Port Authority (PA) is expected to adopt a socially responsible behaviour, taking into consideration economic, environmental and societal expectations of all stakeholders that, either directly or indirectly, are interested by logistics processes. Therefore, to promote a sustainable development and a continuous improvement of triple bottom line performance, PA has to safeguard the port environment by lowering various forms of pollution (e.g. air, water, acoustic, etc.), in order to conjugate economic growth with social and green benefits.

Despite the increasing practical relevance of green challenges and sustainable growth in ports, this research area still appears under researched and academic literature fragmented.

This paper scrutinizes the key green actions of PA enabling a sustainable growth, categorizing them in accordance with their different nature, such as proactive vs. reactive, voluntary vs compulsory, individual vs. systemic, single vs. multiple stakeholders targeted. For this purpose, we adopt a multiple case study analysis by selecting six PAs unveiling a rather strong attitude towards green practices. The outcomes show that some green *actions are fully integrated into the overall strategic architecture of PA and boost chance of success, thanks to a smooth combination of economic development with environment protection.*

Key words - Green practices, port management, environment, sustainable development, multiple case study.

The port community system as a local innovation system: A theoretical framework

Marco Ferretti
University of Naples “Parthenope”, Italy

Eva Panetti
University of Naples “Parthenope”, Italy

Adele Parmentola
University of Naples “Parthenope”, Italy

Marcello Risitano
University of Naples “Parthenope”, Italy

Abstract
Local Innovation Systems are defined as an innovative network characterized by the heterogeneus nature and the spatial proximity of the actors, presenting a high level of social embeddedness and a base of analytical knowledge. On the other hand, academic research on port community systems considers ports as complex systems where mechanisms of coordination and cooperation between local partners play a crucial role in supporting the competitiveness and the efficiency of the port itself. Few studies have combined to date, the perspective of port community as a complex system with the complex nature of innovation systems.

The paper provides an original theoretical framework to study port communities from a local innovation system perspective. In particular, the article investigates the elements of complexity typical of a local innovation system in the specific case of Port Community Systems. The article will focus on the localized nature of innovation processes within a Port Community System as well as the existence of inter-organizational relationships occurring among actors of heterogeneous nature (i.e. firms, local institutions and research organizations).

These relationships will be analysed according to the innovative value of the economic externalities they are able to produce and according to their ability to confer economic value to the results of academic research.

Key words - Local innovation systems, resource dependence, port community, port competitiveness.

The role of large ports in the development of local economic clusters

Michele Simoni
University of Naples “Parthenope”, Italy

Marco Ferretti
University of Naples “Parthenope”, Italy

Enrico Bonetti
University of Naples II, Italy

Abstract
Local economic clusters are geographic agglomerations of heterogeneous players (i.e., firms, associations and public or private organizations) that are centered around a distinctive economic specialization.

Past studies have focused on different types of local clusters, such as technological clusters, industrial districts, innovation systems, analyzing the creation, development and competitive advantage of such clusters and investigating the role played by different actors. Few studies have investigated, to date, port centered economic clusters.

The paper offers a theoretical framework to analyze the role of large ports in the development of a local economic cluster. In particular, the article framework identifies five different dimensions that in a local economic cluster can be affected by a large port: the diffusion of a service culture, the growth of technological spill overs, the integration between public and private players, the creation of start-ups, the improvement of the local community.

The paper highlights that, to be effective in improving these five dimensions, ports must evolve from a conception largely informed by the principia of the industrial economy to a conception informed by the principia of a post-industrial economy.

*Key words - Networks, ports, local economic clusters, local developmen*t.

Strategy

"A systematic analysis of strategic planning key success factors and its required professional skills - Case study of Abu Dhabi Police GHQ."

Abdulla Rashed Al Darmaki
Leeds Beckett University, UK.

Abstract

Aims: This study review(s) the academic and empirical research in the field of strategic planning process and implementation, and delves into current theories. It aims to improve the understanding of the 'key success factors' that is pertinent to the strategic planning process implementation, and the degree to which professional skills required influence the performance of Abu Dhabi Police GHQ towards better practices.

Research Process: Review of previous literature(s) revealed that professional skills such as (i) interpersonal skills; (ii) communication skills; (iii) flexibility and adaptability; (iv) energy level; (v) ability to synthesize; (vi) work ethics; (vii) honesty and integrity; (viii) initiative; (ix) self-confidence; (x) listening skills; and (xi) problem solving ability play an important role in the execution or implementation of strategies. Similarly, key success factors such as (i) vision; (ii) business plan; (iii) communication; (iv) project management; and (v) top management support are significant in improving organisational performance.

Methodology and Design: The systematic steps of the 'research onion' were followed, and rationales of using the quantitative data process were defined. Variables were developed and organisational performances were used as a 'dependent variable'. Additionally, 'independent variables' were viewed in context of the professional skills of police officers, whereas implementation of strategies and the critical success factors were perceived in context of 'moderating variables'. Methodologically, quantitative data was chosen basis the research onion and thesis objective(s). Descriptive study was undertaken and five point 'Likert Scale' was applied to measure responses from participant(s) that employed the SPSS software as an analytical tool.

Conclusion: Findings from this study will help public sector organisations in Abu Dhabi and adjoining regions. It can also be generalised to different countries. However, the scope is limited, in that; the entire investigation was based on the Abu Dhabi Police GHQ, UAE.

Key words - Strategic planning process; Key success factor; Professional skills; Organisational performance; Abu Dhabi Police GHQ.

Governance, risk management and corporate performance: A survey of companies listed on the Nigerian stock market

Aftab Dean
Leeds Business School Leeds Beckett University, UK

Michael Agamah
Keystone Bank, Lagos. Nigeria

Abstract
This study seeks to ascertain the extent to which public companies listed on the Nigerian Stock Exchange comply with corporate governance and risk management principles and the impact of compliance on stock performance. The study arose from impact of the credit crisis that resulted in global credit losses of between $2.8trillion and $14.5trillion or 33% of the value of companies being wiped out (Shah, 2010).

The imperative of good corporate governance and risk management, especially in the emerging markets, is further reinforced by corporate governance surveys of institutional investors conducted by McKinsey (2000; 2002) and the International Finance Corporation (IFC) (2010), which make the strong point that corporate governance considerations play a significant role in their decision to invest in the emerging markets.

This research is influenced by the work of Eisenhardt (1989, p.58) who identified two corporate governance challenges facing companies, namely, the agency problem (which manifests in the divergence of interests between the owners [principal] and those who control the company [agent] and "the problem of risk sharing that arises when the principal and agent have different attitudes toward risk".

The top 100 companies, listed on the Nigerian stock exchange, were selected and their published annual accounts were reviewed to capture several measures on governance, risk management and financial performance over a period of 2008 to 2013. A number of inferential statistics such as factor analysis, multiple regression and t-tests were applied to the captured data to reveal significant differences in Governance both during the credit crisis and post credit crisis.

The findings of the study have major implications not only for senior executive responsibility to adhere to social responsibility and ensure that the concerns of all stakeholders are considered and addressed in corporate *plans but also for investors who are seeking lower risk portfolio of investment.*

Key words - Governance, Risk Assessment, Financial Performance and Investment Portfolio

Women entrepreneurs in Cyprus: attributes, barriers, and steps for development.

Ria Nicoletti Morphitou & Chryso Pericou
University of Nicosia, Cyprus

Abstract

Purpose - The main purpose aims at exploring the possible barriers that women face in undertaking a business venture and identifying the characteristics of a successful woman entrepreneur as well as her motivation. The research is targeted at the development of recommendations that will enable and facilitate more women in becoming entrepreneurs.

Design/methodology/approach - The research design includes an in depth literature review of secondary data sources and a qualitative primary data instrument: semi-structured interviews with women that are successful entrepreneurs in Cyprus.

Findings – The outcomes indicate that women face a variety of barriers in entering the market as entrepreneurs and steps can be made to diminish these barriers. In addition, it is concluded that there is a set of characteristics that a woman should posses in order to become a successful entrepreneur and that there are important differences between male and female entrepreneurs. The motivation of a woman entrepreneur is not clearly defined by the results but the results support the existing motivational theories stated in the literature review. The results show that women have the potential to become entrepreneurs and the recommendations portrait a possible way to accomplish the development of more female entrepreneurs.

Practical implications - The recommendations provide guidance to the government and organizations on how to take advantage of the opportunity to bring out women from inertia in the labour market and enable them to become entrepreneurs.

Originality/value - No evidence can be found of this type of qualitative research being undertaken in Cyprus at the moment. Consequently, it allows women to project their point of view of the Cypriot business environment and to express their needs and wants. This creates the basis of the recommendations that need to be taken into consideration by the government and organizations.

Practical limitations - The geographical scope of this research is limited to the Cypriot market. Thus, it has to be acknowledged that given the scarcity of female entrepreneurs in this context the researcher worked with a small sample of women.

Key Words - women entrepreneurs; barriers; characteristics; small business

Strategy: Development Policy

A phenomenological study of road infrastructure development in Nigeria

Osinakachukwu T. Ideozu
The University of Vitez, Bosnia and Herzegovina

Abstract
There has been growing agitations for an acceptable regulatory framework for the management of the dwindling resources of the Nigerian nation state occasioned by the falling price of the nation's crude oil in the international market and the impact it has had on the development of its road infrastructure in recent years. While many authors have advocated the use of alternative means of road infrastructure financing, it on record that the Nigerian case has remained that of employing the traditional annual budgetary method for the satisfaction of this vital need. Against the background of a developing country that fought a bitter civil war in the past and acting with the limitation of the lack of appropriate laws and law enforcement, it is important that the Nigeria nation gets involved in the provision of road infrastructure as a way of ensuring that there is proper regulation and control of its usage devoid of any discriminatory tendencies that may arise in the event of the investors resorting to the use of tolls or other means for the recovery of the amount expended. This article will identify new ways of infrastructure financing and formulate new approaches for infrastructure development in Nigeria.

Keywords - Road Infrastructure, Development, Phenomenology, Budgetary method, Infrastructure Financing, Regulatory Framework, Laws and Law Enforcement

Correlation between foreign trade exchange and sustainable competitiveness of the economy of Bosnia and Herzegovina

Edin Arnaut
University Vitez, Bosnia and Herzegovina

Darijo Jerkovic
University Vitez, Bosnia and Herzegovina

Sinisa Dukic
University Vitez, Bosnia and Herzegovina

Abstract

Foreign trade is of great importance for each country, and consequently, it is also relevant for countries in transition, such as Bosnia and Herzegovina. The foreign trade deficit, since the end of the war to present date, presents a pressing problem immanent to transition countries, a problem which could not be completely eliminated until now due to inadequate measures of economic policy, although the export-import ratio has had a positive trend in the past decade. At the same time the trade balance, as a very important macroeconomic indicator, explicitly shows the achieved level of economic competitiveness as well as the level of realized added value in the production of a particular country. Therefore, the authors of this paper consider the problematization of correlation between the sustainable competitiveness of BiH economy and foreign trade exchange a very topical subject, as from the viewpoint of the current crisis (entropy) state of the BiH economy.

The aim of this paper is to investigate and verify the hypothesis according to which the foreign trade exchange and the balance of trade show the achieved level of competitiveness of BiH companies, with simultaneous correlation between foreign trade exchange and the sustainable competitiveness of the BiH economy. Problematization of correlation between foreign trade exchange and sustainable BiH economy competitiveness is of paramount importance as viewed from the point of initiation of economic reforms through the implementation of the Reform Agenda that EU, as well as international financial institutions, insist on.

In this paper, the authors will, by using the scientific method of description, compilation and comparison, analysis and synthesis, generalization, abstraction and concretization, classification and statistical methods, try to analyze the factors that influenced the trends in the foreign trade exchange *of Bosnia and Herzegovina in the last decade, to analyze the foreign trade exchange deficit, then to analyze the structure of foreign trade exchange and the impact of these developments on the balance of payment, and to explore and explain the correlation between sustainable competitiveness and foreign trade exchange of BiH companies, that is, BiH economy. It can be concluded that the export and import problems are the consequences of conditions in the national economy, while the increase of efficiency and competitiveness of export presents the key issue of Bosnia and Herzegovina's development. Therefore, high rates of economic growth and reduction of deficit in trade and payment balance are not possible without a sustainable increase of export competitiveness of the BiH economy, that is, the faster growth of export compared to import in the foreign trade sector.*

Key words: foreign trade exchange, trade deficit, competitiveness, sustainable competitiveness, Bosnia and Herzegovina.
JEL Classification: F10, P33

The impact of inward foreign direct investment on human capital development in developing countries: the case of kingdom of Saudi Arabia

Grahame Fallon, Abraham Althonayan and Abdulmohsen Alalshiekh
Brunel University, UK

Abstract
This paper investigates the impact of inward FDI on human capital development in developing countries, and that when multinational enterprises (MNEs) provide training in developing countries. This paper will seek to examine the effect of MNE subsidiaries on human capital development and that through spillover effects of training activities and development of managers and workers by these subsidiaries or other words managers and workers' mobility. This paper addresses the following problem, "there is lack of quality in official education and training in developing countries, however, MNEs do not invest in resources of human capital, which lead for shortage in the skills, knowledge and technology in these countries". Further, Specifically, it focus on the gap in the literature "The evidence on spillovers from the MNE subsidiaries' training of local managers and workers is far from complete, and comes mainly from developing country studies". We argue that MNE subsidiaries in developing countries may have potential impact on human capital development through spillover effects of training activities within or by these enterprises in developing countries such as Saudi Arabia. To achieve the research objectives, qualitative research will be used for this study through semi interviews and focus group interviews and case study approach.

Key words - Inward FDI, human capital, developing countries, MNE subsidiaries, training, demonstrations and spillovers.

Environmental Accounting Reporting and Disclosure: A Tool in Niger Delta Crisis Resolution

Uche Richmond Ideozu
The University of Vitez, Bosnia and Herzegovina

Abstract

The Niger Delta, the main hub of oil and gas production activities in Nigeria, and the mainstay of the Nigerian economy, is also one of the most volatile regions in the country. The region, which is the third largest mangrove forest in the world, consists of a total landmass of approximately 70,000 square kilometers, and comprises nine of Nigeria's thirty – six states, namely: Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers. Tension in the region can be largely traced to environmental sustainability issues arising from oil and gas exploration and exploitation. Environmental management issues in the Niger Delta region of Nigeria are considered very essential, and have been attributed to the cause of majority of the crisis in the region. The Nigerian government and multi-national Oil Companies have developed and adopted a number of strategies towards reducing the level of environment – related crisis in the Niger Delta without absolute success. This article examines the possibility of using accounting ideology as a tool in managing environment – related crisis in the Niger delta region. This is considered a useful approach, since the accountancy profession dedicated to serving the public interest.

Keywords - Niger Delta, Environmental sustainability, oil and gas exploration and exploitation, Environment – related crisis, public interest, Oil Companies, Nigerian government.

Industrial development of North Africa: a comparative analysis for the period 2004-2012

Jaime Moll-de-Alba
United Nations Development Organisation, Rabat

Abstract
This study examines the status of industrial development in North Africa during the period 2004-2012. The objective is to find out whether during a period of relatively substantial economic growth of the African continent, and despite a global crisis, the industrial sector of the North African region has experienced significant changes and has contributed to the above economic growth.

We carry out a comparative analysis with other selected developing regions based on a set of key indicators of industrial production and trade of manufactured products using internationally comparable datasets for the reference period.

Our analysis indicates that the manufacturing base of the region remains weak. We identify two patterns of industrial development within the region: Rich natural resource countries, Algeria and Libya, show a meagre manufacturing base and remain dependent on their natural resources. On the other hand, Egypt, Morocco and Tunisia show a larger manufacturing base but their economic growth has stagnated or declined during the reference period. Moreover, North Africa plays a minor role in the world trade of manufacturing products.

Our study contributes to understand the status and the patterns of structural transformation of the North African region and proposes recommendations.

Key words - Industrial development, structural change, manufacturing, trade of manufactures, North Africa

Households and Factors of Standard of Living in Czech Rural Areas

Jakub Straka, Naďa Birčiaková, Jana Stávková

Abstract

This paper deals with an analysis of the Czech rural households' perception of factors influencing their standard of living. The results are based on a primary questionnaire research performed by authors among the Czech households from predominantly rural regions and intermediate regions at the end of 2014. Subjective opinion on seven factors influencing standard of living are analysed between households divided into three groups according to the gender, attained education and economic activity of the head of the household. In general, the most important factors influencing households' standard of living are: municipality safety, availability of transportation within the surrounding environment and availability and quality of the grocery and drug stores. Findings of the paper can help in identification of factors rural development policy should focus on in order to increase interest in rural areas, or to avoid urbanization. These are: job opportunities, the amount of income, and the availability and quality of healthcare. Three variables influencing households' perception were analysed. Different results were obtained and it was found that gender influences respondents' perception of satisfaction, education level has influence on both perception of importance and satisfaction, and economic activity has influence on perception of importance only.

Key words - living standards, regional development, rural policy, rural regions, standards of living

Tourism

Events, Economics and International Business – The Case of Abu Dhabi

Mohamed Awad Al Jeaidi
Leeds Beckett University, UK

Abstract

The research follows an anti-positivism research paradigm and adopts a qualitative approach to ascertain the economic impact of events. Detailed interviews were conducted with key personals who included policy makers and policy experts and even event organizers to seek information on how events play a key role in triggering economic activity in the hosting region. The focus of the study was on the region of Abu Dhabi which has recently taken a center stage on global arena and has been hosting many international events ranging from sports and adventure, to trade and business, and leisure and entertainment to international geo-political conferences.

The results suggest that events have a key role in the economic well-being of the hosting location if proper planning and prior management is done. Events not only facilitate the growth of local businesses and entrepreneurship but are also a very good avenue to increases international business and tourism. The study found that people visiting any particular event also spend time on sightseeing and exploring the location which helps the local community. The hospitality sector also gets a boast during major events.

The study also finds some deficiencies and limitations in the event management framework and process and how can these be removed or the process be enhanced to cater even more economic prospects.

Key Words - Economic Well-being, Event Management, Event Hosting. Economy, Events

Future Tourists' Behavior towards the Effects of Climate Changes

Vítor Ambrósio
ESTHE, Portugal

Filomena Clemente
Universidade de Lisboa, Portugal

António Lopes
Universidade de Lisboa, Portugal

Abstract

The interface between the weather/climate change and tourism is multifaceted and complex. The climate is both a vital resource to be exploited as an important limiting factor representing risks to be managed by the tourist industry and by tourists. All destinations and tour operators are sensitive to climate, which is a key influence in planning and travel experiences.

The relationship between tourism and climate change/weather has been discussed and studied for a relatively long period of time. Over the past few years, they began to appear more focused studies, and especially in recent times, the issue of adaptation has been emphasized as an urgent need for research in tourism studies and climate change.

The aim of this research is to understand how in the cultural tourism the organized groups from different nationalities will adapt to climate change in Lisbon. Surveys were distributed similarly considering the four seasons and the nationality: forty surveys per nationality/season, meaning about hundred sixty for each nationality/year. In this paper the answers from Northern European tourists (Germans and Dutch) will be compared with the answers from Southern European tourists (Spaniards and Italians). We got to the conclusion that if the global warming takes place in both cases tourists will change their travel habits, although not always in the same way.

The methodology includes several methods, including tourists' surveys, covering descriptive and multivariate statistics, as well as the non-parametric statistical inference.

This research intendeds to contribute to the development of more effective policies, in which the participation of stakeholders in a bottom-up approach,

and the integration of climate policy with other policies, including tourism, can act as an effective basis for the formulation of global policies.

Keywords – Policies and Climate Changes; Cultural Tourism.

The unexplored areas of the events. The evaluation of the negative effects on the place

Raffaele Fedele
University of Naples II, Italy

Maddalena Tammaro
University of Naples II, Italy

Abstract
This work sets in the branch of the literature dedicated to events studies, focusing on a topic dealt nowdays only marginally (and, sometime, in an incidental way): the negative effects. The research dedicated to the event evaluation has tried to measure the positive impacts generated for the territory, in particular those of economic nature, neglecting, however, to understanding the possible negative consequences deeply. Only since a few years, we have observed a greater attention about these themes, above all in the perspective of an environmental evaluation. Yet, a systematic analysis of the literature still lacks and wide spaces remain a critic detailed study. Our exposition tends to trace the evaluable course carried out by studies in this field, making in such a way possible the identification of effects not faced yet. The results of such analysis set as a conceptual base for further detail study.

Key words - events, impacts evaluation, negative effects, place marketing

Extending tourism supply in the Republic of Croatia through „Halal-friendly destination“concept – possibilities and limitations

Olivera Jurković Majić
Zagreb School of Economics and Management, Croatia

Ana Kuštrak Korper
Zagreb School of Economics and Management, Croatia

Helena Majić
Zagreb School of Economics and Management, Croatia

Abstract

In the context of trends and challenges of halal tourism on global level, this article analyses potential of halal tourism in the overall tourist offer of Republic of Croatia as „Halal-friendly destination“. Tourism is one of the most important industries of the Republic of Croatia therefore it is essential to constantly improve existing products as well as creating new ones.

This article focuses on the process of extending and improving tourism supply through its adjustments to needs and expectations of the „islamic tourist“who is primarily the buyer for „halal tourism products and services“. These trends create new possibilities for diversification of Croatia's tourism supply and its product portfolio. „Halal tourism“ concept, as a specific way of communication with market niche motivated for tourism expenditure based on religious feelings, might become one of competitive advantages especially through building network of all stakeholders. For example, development of „halal tourism“is an opportunity for promotion and placement of Croatian halal products through halal food offerings in HoReCa channel.

Analysis of tourism supply of the Republic of Croatia as „Halal-friendly destination“is contextualized on several levels as following: comparison of tourism supply of the Republic of Croatia as „halal-friendly destination“according to criteria of Crescentrating, identifying the potential of „halal niche“in overall tourism supply in the Republic of Croatia and establishing the level of networking for all important tourism stakeholders as an important prerequisite of business effectiveness.

Using extensive literature overview, primary research using structured surveys among halal tourism services providers is conducted. Main research goal is to examine attitudes of current halal tourism services providers in the

Republic of Croatia in order to further explore possibilities and limitations that focusing on this concept might result with.

Key words - Tourism supply, Halal, Halal-friendly destination, Republic of Croatia

The impact of shopping experience on tourist satisfaction in historical art cities

Alberto Mattiacci
Sapienza Univrsity of Rome, Italy

Fabiola Sfodera
Sapienza Univrsity of Rome, Italy

Emanuela Maria Avram
Romanian-American University, Bucharest, Romania

Abstract
The observance of tourism in art cities emphasizes the moral obsolescence of its classic representations (Ardnt 1985, Li & Petrick 2008), specially whereas we use postmodernism as an interpretative framework (Bauman 1992, Cova 1996). As a matter of fact, literature shows that two trends emerge and interweave: (i) the industry fragmentation, due to the enhancement of supply to understand and fix consumer desirers (Toffler 1988, Firat & Shultz 1997); (ii) the value centricity in market relationships, that seems to stress the experience contribution to customer satisfaction (Levy 1959, Dichter 1960, Cohen 1979, Arnould & Price 1993, Pine & Gilmore 1998, Walls et al. 2010). Only a few scholars have been pointing out the increasing importance of shopping when assessing the tourist experience of urban and art city destinations (Tosum et al. 2007, Kemperman et al. 2008). In this exploratory study, we assume shopping either as an attractiveness factor which contributes to differentiate and characterize an art city (first above-mentioned trend) or as an experience with local culture (second above-mentioned trend). This exploratory research we carried out in Rome, one of the most art cities worldwide, aims to identify set of the variables shaping the relationships between art cities tourists and local retailers. The field used semi-structured questionnaires, with qualitative and quantitative variables, given to a layered sample of 562, Italian and foreign tourists. It emphasizes the major importance of the shopping experience in the historic centre as well as inside the shop on tourist satisfaction in art cities. This significance consists of several centres of gravity defined by functional, cognitive and perceptive variables.

Key words - tourism marketing, cultural tourism, tourist experience, shopping, historical art cities marketing management

The market segmentation of business tourists in Barcelona

Jorge Moll-de-Alba
University of Girona, Girona, Spain.

Lluís Prats
University of Girona, Girona, Spain.

Lluís Coromina
University of Girona, Girona, Spain.

Abstract
Tourism in urban areas continues to experience strong growth. Over the last decades, business tourism has consolidated as a key tourism segment for cities. The objective of the study is to profile business tourists staying in Barcelona to better understand the tourism demand. A clustering analysis is carried out using the survey conducted by Turisme de Barcelona. The size of the sample is 3,010 business tourists visiting the city of Barcelona.

This method allows to identify segments with specific and distinctive characteristics based on socio-demographics and trip characteristics, including means of transport, spending at the destination and length of stay. Data-driven segmentation identifies different patterns such as corporate tourist or congress and meeting tourist, among others. Discussion and recommendations based on the study findings provide new market segments with their useful implication for tourism managers of urban destinations.

Key words - Clustering analysis, market segmentation, business tourism, urban tourism, Barcelona

Analyzing the relationships among destination image, event satisfaction and tourist behavioral intentions. The case of America's Cup World Series in Naples

Marcello Risitano
University of Naples "Parthenope", Italy

Rosaria Romano
University of Calabria, Italy

Annarita Sorrentino
University of Naples "Parthenope", Italy

Michele Quintano
University of Naples "Parthenope", Italy

Abstract
In the last years, the analysis of tourist behavior has become a relevant topic in the event marketing literature. Several authors focused their studies on the impact of sport mega-events in a tourist perspective by addressing the tourist behavioral determinants and their effects on behavioral intentions (Kaplanidou & Vogt, 2007a, 2007b; Kaplanidou & Vogt, 2010). In particular, destination image and tourist satisfaction are considered key predictors of the behavioral intentions (Kaplanidou, 2007, 2009, 2012; Gibson et al, 2008; Chen and Funk, 2010; Hallmann and Breuer, 2010).

Coherently with these premises, the paper aims to verify the relationships among destination image, event satisfaction and behavioral intentions (e.g. intent to recommend and intent to revisit) in a sport mega-event, using a quantitative approach with primary data analysis. The data were gathered through a survey on a random sample of tourists (n=314) during a mega-event: The America's Cup World Series took place in Naples (2012-13). The questionnaire was implemented to assess the constructs shown in the theoretical framework: destination image (8 items), event satisfaction (6 items) and behavioral intentions (2 items) through a Likert 5-point scale to measure all the factors referred to the constructs (5=strongly agree to 1=strongly disagree). A PLS (Partial Least Squares) approach to structural equation models was adopted to address the analysis.

Key words - Event tourism, destination image, event satisfaction, tourist behavior, sport mega-event

Portuguese historical villages: Tourism demand perspective

António Gonçalves
Centro Interdisciplinar de Ciências Sociais, Portugal

Vitor Ambrósio
Escola Superior de Hotelaria e Turismo do Estoril, Portugal

Abstract

The Historical Villages of Portugal Restoration Program, created by a government initiative in 1994, enabled a new tourist offer in Portugal's Centro Region, a rural low populated area with a high percentage of elderly people and with a loss of traditional agricultural activities.

Documents show that the program included a network organization of 12 villages. Networks are an instrument of management and governance allowing greater efficiency in development processes thus combining public and private sector interests promoting the regional competitiveness in tourism.

In this paper the intention is to analyze the visitors/tourists perception of the 12 historical villages. A sample was defined to allow an error margin not exceeding 5%. Although the sample did not require more than 380 surveys, 412 surveys were validated for this study. Among other variables analayzed were: socio-economic profile; motivations; behavior; transportion used; accommodation and evaluation of the visited village.

In general the tourist/participants were very engaged and interested in highlighting the positive aspects and giving suggestions for mitigating the weaknesses.

In the evaluation of the villages, negative aspects identified were: signage; restaurants-cafes; and the handicrafts for sale. However the positive aspects highlighted were: heritage protection and rural experiences.

The data analysis shows the need to implement a coherent monitoring strategy that may assure the continuous improvement of tourism supply, contributing to the customer loyalty.

Key words - Historical villages; Networks; Tourist dynamics; Regional competitiveness.

Towards a circular economy – How business model innovation will help to make the shift

Patrick Planing
Pforzheim University, Germany

Abstract

Purpose - The overall aim of this paper is to develop a new conceptual framework for business model innovation in a circular economy.

Design/methodology/approach – Reviewing existing research as well as professional and for-business publications, the author develops a conceptual model by clustering and abstraction.

Findings – The first part of the paper demonstrates that, despite wording differences, a predominant agreement on a basic structure for new business models in a circular economy has emerged in the field. The second part develops a conceptual model for the transition towards a circular economy by introducing a hierarchical structure.

Practical implications – For practitioners working on new innovative business models this paper provides a basic framework for clustering their concepts. By outlining the roadmap towards result-oriented business models, this paper contributes to a faster transition into a circular economy

Originality/value – This paper develops a new holistic framework for the emerging topic of circular economy business models

Key words - Business Model Development, Circular Economy, Business Innovation, Business Model Innovation

Non-financial indicators of small and medium-sized enterprises success

Lenka Procházková & Jakub Straka

Abstract

The aim of the paper is to introduce non-financial indicators of small and medium-sized enterprises (SMEs) success and their importance in evaluating the success of these entities. Nowadays, financial indicators are the most frequently used for evaluating business success. Unfortunately, these indicators present the consequences of negative phenomenon and not the causes. Also some aspects of the business venture is not possible to describe with these indicators (e.g. environmental impact, innovation or customer satisfaction). Mentioned shortcomings of financial indicators in process of business evaluating can be eliminated using non-financial indicators presented in results of this paper. Non-financial indicators of success are created based on key success factors of SMEs. Key success factors of SMEs are identified on secondary data and primary questionnaire research performed among Czech SMEs in 2014. Non-financial indicators are divided into five groups.These are: human resources, marketing, manufacture, organization management and financial management.

Key words - Non-financial indicators, key success factors, SMEs, business success, internal SME environment.

Improving business decision at Sarajevo film festival using statistical decision theory

Ibrahim Obhodaš,
University “VITEZ” Vitez, Bosnia and Hercegovina

Jamila Jaganjac,
University “VITEZ” Vitez, Bosna and Hercegovina

Siniša Dukić
University “Vitez” Vitez, Bosna and Hercegovina

Abstract

Decision-making in terms of certainty is linked to the routine decisions. However, the questions is how to make a decision under uncertainty, keeping low the level of risk to make wrong decision? Statistical decision theory is emerging as a tool for selecting the best solutions. In this paper, special attention will be paid to decision-making through a mechanism called the decision tree and Bayesian analysis and its application in making important business decisions for the needs of an important cultural event for the Bosnia and Herzegovina - Sarajevo Film Festival.

Decision tree is a graphical tool for making the best decisions, which also makes managers to consider all other decisions. Bayesian analysis allow managers to consider a range of options before making the best decision. This analysis takes in consideration the most important parameters, thus to make business decisions. In addition, the paper aim to present to the impact of the Sarajevo Film Festival on quantitative economic indicators, which are expanding at the time of the event . The analysis will be presented in tabular, graphical, and theoretically, the method to be applied is regression. Obtained on the parameters of regression will show what impact has the Sarajevo Film Festival on consumption in the period of this event.

The aim is to present the importance of the application of statistical decision theory and regression methods in making important business decisions. Also, to emphasise regression techniques that will give the importance of maintaining Sarajevo Film Festival and show the impact of events on the economic indicators in Sarajevo region.

The link between the two types of analysis has become a necessity in order to organize such event. Statistical decision theory will help the organization of events, while regression analysis has another task, which is to show the result of event Sarajevo Film Festival and its impact on the economy in the Sarajevo region.

Key words: Statistic analysis, Decision making, Bayesian analysis, regression