



14th International CIRCLE Conference for Consumer Behaviour and Retailing Research



Book of Abstracts

Organised by:



KOZMINSKI UNIVERSITY

19th April - 21st April, 2017



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Conference Programme for the 14th International CIRCLE Conference

Wednesday, 19th April 2017

- 14.00 Registration, welcome snacks
- 14.45 Official Opening of the Conference
Prof. Grzegorz Mazurek, Vice-Rector for International Relations, Kozminski University and Prof. Gianpaolo Vignali, President of CIRCLE, University of Manchester
- 15:15 Special Guest: KPMG, The Polish luxury market in the shadow of global luxury trends: value, market segmentation and investments
Tomasz Wiśniewski, Partner, Deal Advisory and Andrzej Marczak, Partner, Tax.
- 16:00 Keynote: Poland, Europe, the World: After the Crisis or Before a Next One?
Prof. Grzegorz Kołodko, Kozminski University
- 17:00 Special Guest: Nowy Styl Group, What is the value of responsible business partner?
Alina Szastok, PR&CSR Specialist
- 17:30 Special Guest: Thales, Creating long-term value in Poland by delivering tomorrow's products today
Andrzej Banasiak, General Director
- 19.00 - 21.00 Optional program – Polish traditional cuisine

Thursday, 20th April 2017

- 09:00-10:45 Parallel Sessions 1
*Special Guest: Santander Universidades
Bank Zachodni WBK*
- CIRCLE PhD viva exam*
- 10:45-11:00 Coffee break
- 11:00-12:45 Parallel Sessions 2
CIRCLE PhD module session
- 12:45-14:15 Lunch
- 14:15-16:00 Parallel Sessions 3
CIRCLE PhD viva exam
- 17:00-19:00 Optional program - Warsaw Walk: Old Town
- 19:00-21:00 Optional program – Polish traditional dumplings

Friday, 21st April 2017

- 9:00-10:45 Parallel Sessions 4
PhD modules/mock PhD viva exam
- 10:45-11:00 Coffee break
- 11:00-12:45 Parallel Sessions 5
- 12:45-14:15 Lunch
- 14:15-16:00 Parallel Sessions 6
- 16:00-16:15 Coffee break



KOZHINSKI UNIVERSITY



16:15-17:00 Ending session

19.00-23.00 Gala dinner

Mercure Warszawa Grand Hotel, Krucza 28

Saturday, 22nd April 2017

9:30-13:00 Optional program – Warsaw Sightseeing



CIRCLE Ph.D. Schedule



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

A Virtual College
at
The University of Vitez

PhD sessions at this conference
Kozminski University
Warsaw Poland

Viva exam for the University of Vitez
Robin Carey and Uche Ideozu

Mock exam for the University of Gloucestershire
Manuel Maier

Taught Ph.D. modules Vitez Professoriate

Inaugural of new full professors



Sinisa Dukic

Head of the International post graduate programmes and Chair of the exam commission

Mr. Sinisa Dukic is an experienced and professional manager in Bosnia and Herzegovina 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 is also The Head of the Office for International Cooperation and the Distance Learning postgraduate programmes 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.



Claudio Vignali

Provost of the Circle Virtual College
Director of Studies and Examiner for the commission

Professor Claudio Vignali held The Arnold Ziff Chair in Retail Marketing Management and is the Head of CIRCLE. Professor Vignali joined Leeds Met 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.



Michael Fass

Dean of the Circle Virtual College

Professor Michael Fass has worked in senior management at Hays (logistics), Miles Druce-GKN (industrial services) and Tricentrol (oil exploration). He was the director of one of the UK's largest regeneration agencies where he created programmes for enterprise, local venture capital funds and was a founder director of the Prince's Scottish Youth Business Trust. He has worked on business support partnerships throughout the UK and the rest of the EU & was involved in the delivery of SME development programmes for LEADER (rural enterprise), MED INVEST (Southern Mediterranean) and PHARE (Republic of Poland). He managed the Institute of Directors development centre in Scotland where he was responsible for director development & corporate governance services.

He has studied at a number of universities in the UK & now teaches at the universities of Anglia Ruskin, Gloucestershire, Manchester & Wales (Trinity Saint David). He is a Fellow of the Chartered Institute of Personnel & Development (CIPD).

Michael's research interests include: corporate governance & leadership, entrepreneurship, human resource management, SMEs & social enterprise.

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.



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.



Gianpaolo Vignali

Gianpaolo is a graduate from UMIST with his first degree in Mathematics. Later adding a Masters in Strategic Management his career first started as a part-time Lecturer and Researcher at Manchester Metropolitan University before moving to full-time employment in the department of Retail at Leeds Metropolitan University. He then became the Programme Leader for Fashion Buying & Merchandising at Manchester Metropolitan University until he achieved his PhD and moved to Manchester University working in the School of Materials where he delivers on both undergraduate and post graduate programs.

He has written over 40 papers and books in the field of Marketing and Management and presented at numerous international conferences. His current research focusses on the case study technique in the service sector which coincided with his PhD program of study.



Daniella Ryding

Daniella Ryding is the eLearning Lead for the School of Materials at the University of Manchester UK. An active researcher with over 30 published articles and several text book contributions, her main research interests centre on marketing strategy within an international retailing context, with more recent studies focusing on neuroscientific techniques for understanding behaviour. Daniella is also interested in sustainability; mainly the ecological and ethical principles which drive business strategy.

Viva exam the University of Vitez



Robin Carey

Robin Carey is currently Division Leader for Communication, Marketing and Public Relations at the University of Central Lancashire in the UK. Robin also leads a degree programme in Hong Kong. Prior to working as an academic Robin worked in business & marketing related roles for a number of major corporations such as BBC Worldwide and News Corporation. He obtained a degree in Business & Law from Coventry University, an MBA from Hull University and various post graduate qualifications including a Master's in Education from the University of Central Lancashire. He is also a highly regarded and capable public speaker who is a subject expert that is regularly interviewed by BBC Radio and BBC TV.

Having spent a lot of time teaching Chinese students and leading a programme in Hong Kong he has developed a keen interest in developing a greater understand of students from South East Asia. In his PhD thesis Robin investigates 'Extending Anderson and Krathwohl' s revised Blooms Taxonomy to include intercultural adaptation and acclimatisation to enhance the learning experience of students from South East Asia in a UK Business School.'



Uche Ideozu

Uche Richmond Ideozu is a member of the Institute of Chartered Accountants of Nigeria, a Fellow of The Chartered Institute of Taxation of Nigeria, and The Nigerian Institute of Management, among other notable professional bodies in Nigeria and the United Kingdom. He has worked as a Public Sector Accountant for over fifteen years, where he is currently a Director, Finance and Accounts in the service of Rivers State Government in Nigeria. He is a Certified Teacher, and also provides Part – Time consultancy in Accounting, Tax and Business Management.

Mr. Ideozu holds a bachelors degree in Accountancy and an MBA degree in Banking and Finance from the Rivers State university of Science and Technology, Port Harcourt, Nigeria. He also obtained an M.Sc degree in Accounting from Leeds Metropolitan University, now Leeds Beckett University, Leeds, United Kingdom.

He is currently pursuing a PhD Programme in the University of Vitez. His research topic is: “Social and Environmental Expenditure Reporting and Disclosure: A Tool in Niger Delta Crisis Resolution’.



[June 2017]
Alina Pukhovskaya

Alina Pukhovskaya, born in Moscow/Russia, obtained a Master's degree in Business Administration in 2010 in the University of Saarland, Germany.

She has a multifaceted international experience in Western Europe, Eastern Europe, Middle East, Asia, and Latin America. The global outlook and experience in cross-cultural teams permit her to conduct an international research in the following four languages: Russian, English, German, and Spanish.

Currently based in Mexico City she is working on her multilingual PhD research on inter-organizational knowledge management in international Food Bank Networks. The topic addresses the importance of organized knowledge management in collaborative environment as a way to increase organizational efficiency and to scale the efforts under the pressure of limited resources, which is typical in the non-profit sector.

The importance of the addressed issue was recognized by the local Food Banks and she was invited to the expert panel of the Food Insecurity colloquium held in Mexico City in September 2016.

Mock exam the University of Gloucestershire



Manuel Maier

Manuel Maier is an aeronautical engineer living in Germany near Munich. After finishing his degree in aeronautical engineering at the University of Applied Sciences Munich in 2006 he has started his professional career as a navigation engineer at Lufthansa. In 2012 Manuel finished an executive MBA at the University of Zurich. Currently Manuel is working as Configuration Manager for RUAG Aerostructures. He is responsible for the configuration of different international projects.

In his PHD thesis, Manuel is developing a framework to evaluate the benefits of configuration management in the aerospace industry from a management perspective. Based on his practical experiences, he wants to identify the specific qualitative and quantitative measurable benefits and find, categorise and evaluate key performance indicators.

Inaugural for full professor



Michael Fass



Razaq Raj



Mitsunori Hirogaki

Abstracts

Creating Value

Are any snobs in the bandwagon? Perception of value in a luxury goods' sector

Beata Stępień

Poznań University of Economics and Business, Poland

Abstract

The aim of this paper is to explore the nature of snob and bandwagon effects in consumers' perception of value in a luxury goods' sector and find the areas of their interconnectedness.

Theoretical grounds: Luxury goods, apart from functional value, bring joy, evoke aesthetic swoon or improve social status. Their possession and public exposure inclines affiliation to an affluent society or, thanks to their rarity, indicates belonging to a group of a "happy few". Luxury goods consumption demonstrates a number of anomalies, such as snob effect and bandwagon effect, usually treated as the opposite consumers' behavior tendencies. The article questions this opposition.

Method: The paper presents results from two empirical surveys. The basis is an international e-questionnaire, conducted amongst 1,193 respondents in 5 countries (Saudi Arabia, Turkey, Germany, Portugal and Poland) with usage of adopted and modified scales from Wiedmann et al. [2009], Vigneron and Johnson [2004] and Holbrook [1999, 2006]. The second survey was conducted in Poland among 124 sample and examined solely a snob and bandwagon effects.

Originality of findings: So far, both snob and bandwagon effects were explored as two separate, often regarded as opposite effects. The findings show, that these two preferences: to conform to or to stand out from the crowd, can be expressed by the same individuals. Social and hedonic value components in CVPL indicate strong cultural and a direct group reference grounds for the existing differences in creating bandwagon or snob preferences.

Key words: consumer behavior, luxury goods, customer value perception, snob effect, bandwagon effect

Company's actions and value drivers: managers' reports from Polish firms

Ryszard Kłeczek
Wroclaw University of Economics, Poland

Abstract

Purpose: The purpose of this article is (1) to suggest an explanation model of how the company's actions influence both financial and non-financial value drivers (non-financial value drivers measure intangible assets); (2) to identify what are the cause-effect patterns of how the company's actions influence the value drivers in Polish firms; (3) to compare the real patterns with the model.

Method: Method used in the research is to generate managers' self-reports about how actions performed in Polish firms influence value drivers, and to identify repeating (replicating) patterns of such influence in the content of these reports.

Expected results: Author of the article intends to identify: (1) what is the range of the activities (value creation processes) in question? what types of activities are performed? what are not? how many people (employees) participate in the activities (value creation processes) (2) which value drivers increase in the effect of these actions? how long time do these effects (value drivers increases) last?

Managerial implications: Author of the article intends to formulate managerial implications concerning the activities that are suggested by the model and not used in Polish firms.

Originality/value: The study contributes to management theory by: (1) clarifying the conceptual relations between value drivers and their causes (actions performed in the firms), (2) analyzing the managers' self-reports about real business value creation processes, instead of declarations only.

Key words: financial value drivers, non-financial value drivers, value creation, intangible assets, qualitative research

Customer Knowledge Value - An Unexplored Component of Customer Engagement Value. A Systematic Literature Review

Przemyslaw Tomczyk
Kozminski University, Poland

Michael Haenlein
ESCP Europe, France

Abstract

Customers provide different sources of value to the firm which are usually summarized under the header of Customer Engagement Value (CEV), i.e., the overall theoretical and practical concept which explains the origin of customer value understood as value derived from customer. Elements of CEV are Customer Lifetime Value (CLV), Customer Referral Value (CRV) and Customer Influence Value (CIV) – the latter two are usually combined into the concept of Customer Social Value. While these three components have been looked at extensively in research in recent years, there is also a fourth one, Customer Knowledge Value (CKV), which interestingly has received no such attention.

In order to fill the above gap we conduct a systematic literature review in the field of Customer Knowledge Management to propose a definition of Customer Knowledge, ways in which Customer Knowledge can be classified and directions of future research in the domain of Customer Knowledge Valuation. Our analysis of published papers focuses on Knowledge from Customers, which we divide into tacit, explicit and operational knowledge, based on knowledge management research. Using these three categories we assess Knowledge from Customers and its impact on key CRM outcomes: improved customers acquisition, earlier acquisition, reduction in acquisition cost, increase in retention rate, increase in customer revenue, and decrease in customer cost-to-serve. This allows us to identify how tacit, explicit and operational knowledge contribute to CRM strategies and gives us the potential to develop a framework for customer knowledge valuation as well as the theoretical background to verify the relationship between CKV and CLV.

Keywords: Customer Engagement Value, Customer Knowledge, Customer Knowledge Value, Customer Relationship Management, Systematic Literature Review

Fashion

Brand extension of Italian luxury fashion labels into the hospitality industry and conceptualisations of luxury

Alice Dallabona
University of Leeds

Abstract

Recently luxury fashion brands have launched a series of ventures aimed at expanding their recognisability and increase their turnover by expanding outsidess of the realm of accessories or cosmetics. They have created new spaces where people can experience a lifestyle that reflects the identity and philosophy of the brand. This phenomenon has been gathering momentum over the last few years and Italian fashion labels are particularly active in this regard.

This article addresses a series of issues related to the brand extension practices employed by luxury fashion brands and their relationship with the concept of luxury by focusing on different Italian fashion houses and their ventures in the luxury hospitality. The present study employs a multiple case studies methodology, allowing for the distinguishing characteristics of the single cases to underline situations of dialogue and contradiction.

Firstly, this article explores the brand extension practices employed by luxury fashion brands considering the advantages and risks associated with such strategies, contextualising those practices within the current shift from fashion to lifestyle affecting the luxury fashion industry. Moreover, it discusses how brand extension practices employed by luxury fashion brands in the hospitality industry relate to the practices they employ in the fashion industry, which for example see brands expanding downward through products and lines which are accessible to many. Lastly, this article explores the relationship between the practices employed in brand extensions of luxury fashion brands into the hospitality industry and notions of democratisation of luxury.

Key words: Italian luxury fashion labels, hôtellerie, lifestyle, brand extension, luxury.

Characteristics of cosmetics brands in dependence on the country of origin in the Polish consumers' opinion

Radosław Baran
SGH Warsaw School of Economics, Poland

Abstract

The influence of product country of origin on the consumer behaviour was described in many scientific publications. We can research the influence of brand country of origin on the consumer behaviour also.

This research concerned Polish consumers' attitudes towards brand country of origin. One of the aims of the research was to describe the characteristics of cosmetics brands in dependence on the country of origin in the Polish consumers' opinion.

The research concerned several kinds of cosmetics (i.e. creams, shampoos, soaps, balms). The research focused on the analysis of twelve characteristics of brands and twelve countries of origin. The quantitative research was based on the method called Web Panel Interview. The research was representative of Polish adult users of the internet.

The research showed that significant differences exist in perception of characteristics of cosmetics brands in dependence of the country of origin. Company can use positive characteristics connected with the brand country of origin in the process of the value creation for customers.

Key words: brand; country of origin; marketing; consumer behaviour; consumer attitudes

Experiential Marketing for E-Commerce on apparel market

Serebriannikov Mikhail
Mendel University in Brno, Czech Republic

Abstract

Nowadays, using the Internet, mobile apps, websites and other digital technologies has become a normal daily live of billion people. The main objective is consumer orientation when shopping online as opposed to "Brick and Mortar". People spend increasing time for surfing information online and making purchasing. Marketers have responded to this fundamental shift by increasing their use of digital marketing channels.

E-commerce is a tool for reducing administrative costs and cycle time, streamlining business processes, and improving relationships with both business partners and customers (Charles, 1998).

Currently, most of fashion retailers and marketers use e-commerce to sell products. Therefore, the aim of the research is to examine effects of consumers' shopping orientations (such as brand/fashion, shopping enjoyment, price, convenience/ time, shopping confidence, in-home shopping tendency), consumer innovativeness, online purchase experience for fashion, and gender on consumers' intention to shop for clothes online.

Ratia and Ike (2011) defined the effects of consumers' shopping orientation through 9 issues: Brand/Fashion consciousness, Shopping enjoyment, Price consciousness, Convenience/time consciousness, Shopping confidence, In-home shopping tendency, Consumer Innovativeness, Purchase Experience, Gender.

Data will be collected through online surveys from the population of internet users in Czech Republic, the age of participates between 16 and 35 years old. This research will use Consumer Styles Inventory (CSI).

In investigation of the project primary and secondary data will be used. For measuring data Consumer Styles Inventory (CSI) will be used (Sproles and Kendall, 1986). This measure has been used successfully to study apparel buying in other contexts (Wang, 2004), and so it shows promise as a tool for understanding online apparel shopping.

Results should allow identification and better understanding of consumer needs, which should lead to advances in theory of consumer behavior and also be useful in applications by businesses.

Key words: Marketing, Consumer behavior, E-Commerce, Fashion marketing, Digital Marketing

Finance

Appraisal of Customers Loyalty and Satisfaction of Nigerian Banking Sector

John Udofa
Leeds Beckett University, UK

Razaq Raj
Leeds Beckett University, UK

Alaa Soliman
Leeds Beckett University, UK

Abstract

Over the past decade, the financial services sector, globally, has undergone several and very drastic changes resulting in a market place that has been characterized by intense competition, little growth in real demand for banking products and services, but significant increase deregulation and liberalization with so much pressure on margins and a high level of customer attrition among the banks (Chaudhri and Halbrook, 2002). These changes in the banking space have brought about a new market place of banking where committed and strong positive relationships between the banks and the customers are very scarce as customer loyalty become weak and unsustainable (Lee and Feick, 2001). Weak customer loyalty can be a product of the fact that the customers, particularly the corporate ones, are becoming more sophisticated and demanding more from their banks. Particularly in service quality, price and other indices that define loyalty. Because of the liberalization of banking licenses, which has led to intense competition, customers easily switch to competitors immediately they seem not to be satisfied with what their banks are offering (Lee and Feick, 2001). The degree of loyalty of a corporate banking customer may not be measured by just the number of years that the customer has maintained relationship with the bank, but in addition by the volume of the businesses transacted by the customer through the bank

The paper will investigate how customer loyalty plays a major part in the Nigerian banking market. The paper will critically evaluate the strategies of pricing to be adopted depending on the structure of the market, whether oligopoly, monopoly or competitive market structure.

Keywords: Evaluation, Price, Customers, Loyalty, Satisfaction, Patronage

Brexit turmoil and its impact on world economies and financial markets

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Edith Cowan University, Australia

Anna Zamojska
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Abstract

The aim of this study is to empirically analyse whether the Brexit vote had a similar impact on worldwide equity markets as the collapse of Lehman Brothers. To achieve this we investigate equity market behaviour over the decade from 2005 – 2016 during which a number of significant economic events engendered economic and political uncertainty. Significant events during this decade included the global financial crisis, the European sovereign debt crisis, the Greek debt crisis, the China “Black Monday” disaster, and the Brexit referendum outcome meltdown. The study confines the analysis to examination of impacts on the equity markets of the US, EU, United Kingdom, Germany, Poland and Australia.

The adopted methodology involves volatility analysis to model multivariate dependence between realised volatility estimates of the EU, Australian and Polish stock markets. This technique is used to measure market changes resulting from the UK exiting the European Union, in relation to risk and uncertainty.

The overall outcome shows similarity in reaction and recovery during the above events to the global financial crisis. The future of global economic and financial markets is uncertain, however, a preliminary case is made that learned behaviour from past crisis experience appears to be evident in global financial systems and that global markets were more secure and prepared for severe macroeconomic shocks at the end of the investigated decade compared to the beginning of the decade.

Key words: Financial Crisis, Brexit, Volatility

Finance's role in creating and delivering value and some critics of popular financial capital budgeting methods

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Abstract

Finance's role in the process of creating value is crucial for every business, in every industry. It can be illustrated as for the daily managerial decisions, as for the long term capital budgeting strategies. For the latter issue there are different literatures with comprehensive illustration of capital budgeting technics (CBT). But one important part of the whole puzzle is missing – what kind of preferences should businesses have for CBTs considering the local tax code, business life cycle, dividend rate and many other topics? The article will answer to these important questions and at the same time will cover some very important limitations for generally accepted CBTs and will illustrate how their defects can be minimized.

One of the most important concepts of capital budgeting technics is that intrinsic value of any cash flow stream, so value of the business itself, is the sum of present values of all future cash flows. This idea is absolutely correct, but how to choose the right required return for the cash flow stream, and how to evaluate the future cash flows? These are the most important two questions and answers are not precise enough.

As a result an article will describe some very important findings for these both questions.

Key words: Finance, delivering value, capital budgeting, intrinsic value, net present value.

The twin goal of market efficiency and market integrity in emerging markets: A case study of the Nigerian stock exchange.

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Abstract

This paper develops the idea of measuring the twin goal of market efficiency and integrity in the emerging capital market. The increasing importance of capital markets across the world with the resultant growth of exchanges and their impact on the world economy; creates a compelling need for scholars to continue to dig deep into ways of measuring their efficiency and integrity which are the global tools for competitiveness between the exchanges. Research in this area contributes to the body of knowledge as developing countries stock exchanges deployed more resources in attracting both local and foreign investors with robust trading platform while less effort is deployed into combatting the resultant huge regulatory gap. The goal of this paper is to empirically determine the conditions necessary to achieve satisfactory market quality in emerging markets using the Nigerian Stock Exchange as a case study. The analysis will be conducted on the entire sample of listed securities. This will comprise a ten year period between 2006 and 2016. Data generated will be measured for efficiency using transaction cost proxy by quoted and effective spread while integrity will be measured by high incidence of Ramping Alert. The relationship between market integrity and market efficiency will be determined by using Random Effect Model. A better understanding of this relationship will enable the Nigerian Stock Exchange to be more proactive in this area and consequently influence other African Stock Exchanges through the West African Capital Market Integration Council (WACMIC) which was established to harmonize a regulatory environment for the issuance and trading of securities across the West African Sub region.

Key words: Market quality, Market integrity, Market efficiency, Liquidity, Emerging market

Comparable analysis of income tax in retail stores in Poland

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Abstract

In 2015, after change of Polish government, it was a great rumour concerning new income tax for retail stores. Especially, hiper- and supermarkets were the target of the new revenue tax prepared by the government. After a while it turned out that tax as it was planned was too high also for small retail stores. Solution was to introduce progressive revenue tax. This was sued on the European Union level due to uneven treatment of companies of different sizes. Interesting issue is the question if new government knew at all the statistics concerning retail stores and if the level of income tax did differ substantially from the practice in different countries. Therefore the aim of this paper is to compare the level of income tax paid by retail stores companies in Poland and compare it to similar companies in the other countries of the world. First of all the biggest retail chains in Poland are compared to the performance of these chains in the other countries. Different economic parameters are compared, not only income tax rate to turnover but also profitability, operational and structure ratios. Moreover, the level of income tax is analysed in different segments of the retail market. In result it turned out that the level of tax paid in reality in comparison to revenues is much lower for different business scales than expected by the government. It turned out that in 2015 the level of tax paid by the retail companies was on average equal to 0.83% (tax to revenue) with the median at the level of 0.28% in comparison with the planned revenue tax at the level of 0.9% which is higher than average rate paid and substantially higher than rates paid by the biggest retail chains. The level of income tax paid is rather low in comparison to other countries. For instance the level of income tax paid by Tesco in Poland achieved maximal rate to revenues equal to 0.45% in 2010. The same rate in Czech Republic was maximal in 2011 achieving the level of 0.22%, in Slovak Republic was maximal in 2015 at the level 1.87%, in Malaysia 1.36% in 2011, in South Korea 1.42% in 2013 and in the United Kingdom 1,48% in 2009. This is even more important when compared with 2012-2014 results of Tesco in Poland when the losses before tax have been reported. This comparison shows that there is a place for higher tax



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for retail chains in Poland but it should be introduced after very careful analysis of the comparable data both in Poland and in other countries.

Key words: financial management, income tax, retail chains, multidimensional analysis.

Innovation & Logistics

The innovative consumption and responsible development

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Abstract

The current development of innovation in consumption allows us formulating correct, although not revealing, remark of high importance for further development. Namely: there is no innovative economy without innovative society, there is no innovative society without innovative consumption, there is no innovative consumption with only beneficial influence on the man and society, environment and economy. Therefore, the article focuses on the impact of consumption, especially innovative consumption, on the responsible socio-economic development. There are basic concepts of consumption and innovative consumption, and responsible socio-economic development explained. The considerations focus on:

- the place of consumption in the modern economy,*
- active role of consumption, especially innovative consumption, in management processes,*
- the impact of the innovative consumption effects' on the society and its various groups, on the environment and the economy, from the point of view of responsible development implementation.*

There will be an attempt to solve the dilemma at the end of the article: how to develop the innovative consumption and simultaneously how to minimise its harmful effects especially on the natural environment, some poorer social groups and those at risk of exclusion.

The article is of the theoretical considerations nature.

Key words: consumption. innovative consumption, innovative consumption effects, responsible consumption, responsible development.

Innovative models of supply chain management

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Abstract

According to research (Jabłoński 2013) it is very likely that in the future starting point for the efforts to achieve a sustainable market advantage will be a right business model. The increasing importance of business models results from combination of information and communication technologies, markets deregulation, technological changes, globalization, the role of sustainable development concept, the growth of corporate social responsibility. Following Oblój's way of thinking (Oblój, 2002), a business model can be defined as a combination of the strategic concept and the technology of its implementation, which is understood as a value chain allowing for the effective exploitation and renewal of resources and skills. In order to achieve a success, TSL companies need consistent, integrated approach to the major challenges of creating higher value than their competitors. This includes a design of an appropriate business model, adequate risk management under conditions of uncertainty in the markets, appropriate use of information, results measuring or reporting.

The increasing importance of the sustainable development concept is based on three areas of responsible business, ie economic, environmental and social. The result is that the purpose of such a chain is the creation, protection and long-term development of the economic, social and environmental values for all stakeholders involved in the supply chain. Relations between the stakeholders formed within the chain include following criteria(see. Rutkowski, 2008).

Also, in the face of increasing importance in business innovation of social character more attention should be paid to the social sphere of supply chain management, mainly in the field of corporate social responsibility within the supply chain.

The aim of the article is to present the role of sustainable supply chain concept in the social terms.

Keywords: innovation, business model, sustainable supply chain

Open model of innovation processes as a future management challenge for small and medium-sized enterprises in Poland

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Abstract

The increasing pace of technological progress, hyper-competitiveness, volatility of the markets and dominant in contemporary society cause significant changes in the approach to innovation and lead to the emergence of a new generation of models of innovation processes. Open innovation model is based on a systematic search, study and use of various sources of opportunities for innovations that have commercial potential.

The main objective of this article is to analyze the possibilities of using the model of open innovation in the management of small and medium enterprise (SMEs) in Poland. This article intends to explore essence of open innovation by values, its inception and conditions for its implementation in management process specific for SMEs sector. The study is built using In-depth semi-structured interviews research conducted with managers of SMEs in Poland (16 interviews in total).

SMEs do not have own R&D departments, but need external support and R&D solutions tailored to their needs. SMEs need innovations and qualifications which requires an intensive cooperation with other partners. In order for SMEs to benefit from the innovation processes, a structured cooperation not only with the scientists and researchers, but also with other market partners, needs to be intensified. It changes to both the creation of intellectual capital, and ways to manage it.

The new approach in the management of innovation is now one of the key challenges faced by smaller businesses. It is necessary to make changes in the approach to the integration of external sources of innovation with the potential and resources of the company.

Key words: open innovation, small and medium-sized enterprises, innovation management, cooperation

Exploring companies' innovation policies in industrial sector in Central and Eastern Europe

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This work was supported by the National Science Centre, Poland (grant number 2014/13/N/HS4/02954).

Abstract

Innovation is of crucial importance for the companies operating on the highly competitive market. Despite the awareness of its importance the full innovation potential of the industrial companies operating in Central and Eastern Europe (CEE) seems not to be released yet. Thus the primary purpose of the study was to explore the key elements of innovation policy in achieving successful innovation.

Qualitative research in the field of innovation appears to be underrepresented in CEE. Despite numerous general evidences the focus has rarely been set on the region. The in-depth study covering such innovation policy elements as: innovation source, patenting activity, CSR, R&D intensity and preferred innovation features is still missing.

The study relied on the qualitative methods. The purpose was achieved through 24 semi-structured interviews conducted with senior management, project leaders and R&D specialists in industrial companies operating in CEE. The time frame covered the period of fourth quarter of 2016 and first quarter of 2017.

The results showed that achieving competitive edge through internal research is common amongst technological leaders, while the followers exploit external cooperation. Despite the severe inefficiencies patents are claimed to be a quality statement and a tool preventing immediate copying. Incorporating the principles of social responsibility into innovation policy appears to be a necessity for 100% of companies claim to do so. While product innovation is judged indispensable to prevail on the market, process improvement increases operational efficiency. Both are considered inseparable. Evolutionary approach to innovation



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dominates - 60% of the interviewees pinpoint that breakthrough innovation results ultimately from numerous incremental advancements. The management of R&D department is judged to be a central point of innovation policy, for if badly managed it becomes the cost-generating bottomless pit. All the companies follow the market imperative by attempting the innovation to hit directly the market needs.

Key words: innovation, innovation policy, industrial sector, Central and Eastern Europe

The impact of the potential of knowledge and innovation efficiency of clusters - the results of empirical research

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Abstract

The organization, to be fully competitive in the global and local market should have and absorb the knowledge and know how to use their knowledge. Knowledge management is particularly important in the case of network organizations that build their capacity through the appropriate use of resources, tangible and intangible assets, and improve the process of interactive learning. A key task for network managers is to stimulate the flow of knowledge between the different actors. Improving the flow conducive to the spread of knowledge, and stimulate the desire to share knowledge affects the level of innovation.

The research in the article is the potential of knowledge and innovation, which must be understood as all the factors affecting their ability to effectively implement projects of innovative character. It is a set of interrelated elements of resources, which, thanks to their work will be transformed into a new state of affairs - with capabilities specific measures and force the creation of new values. The effectiveness of such actions is one of the most important determinants shaping competitiveness of the network.

This article aims to assess the impact of the potential of knowledge and innovation clusters efficiency. Used for this purpose the results of research conducted in 2013, which was conducted in 63 clusters operating in various industries in Polish.

To evaluate the effectiveness of the surveyed clusters will be used multi-criteria evaluation of aggregate taking into account the established standards and evaluation criteria. In order to examine the effect of the potential of knowledge and innovation efficiency of the surveyed clusters will be used linear model.

Key words: clusters, innovation, efficiency, knowledge, network

Marketing

Social media marketing in HEI in Poland – empirical investigation

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Abstract

Marketing is becoming a crucial activity of many higher education institutions (HEI), whereas it has still not been investigated whether HEIs in Poland are willing to engage in marketing activities on Social Media. Current research aims to investigate Social Media (SM) activity of Polish Universities. Study provides information on how HEIs utilize SM and where there are still places for improvement. For the purposes of the study, there will be conducted a questionnaire among specialists in order to find out how Social Media are utilized within Higher Education Institutions (HEI) and whether applied approach are evaluated as effective. Additionally, the study will analyze the activity of HEIs in Social Media platforms through observation of Universities SM profiles on various platforms. Observation provided information about the presence of given HEIs in Social Media, their activity and amount of followers. The hypothesis for the research is that Polish Universities are not fully utilizing the potential of SM to create brand awareness between the various stakeholders

Key words: Social media, marketing, digital marketing, HEI, Poland

Qualitative findings on marketing mix practices of SMEs of the MedTech industry

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Abstract

Purpose – The aim of this paper is to discover the extent to which the marketing mix practices of SMEs take into consideration stakeholders' preferences for the development and improvement of their instruments for the medical device industry. The thorough planning of the marketing mix according to stakeholders' preferences is crucial for the ongoing development of high quality medical devices in SMEs.

Design/methodology/approach – This research is exploratory in nature and based on 18 semi-structured in-depth interviews with key managers of SMEs operating in the German medical devices branch.

Findings – The results revealed that not all of the SMEs have a marketing department and some receive advice from consultants. Furthermore, many German medical device SMEs do not use specific marketing mix planning or strategic tools, and about 20% of their directors do not actively identify stakeholders' preferences or measure stakeholders' segments. Companies pursuing the diagnosis, prevention, monitoring, treatment or alleviation of diseases and injuries are the most frequent stakeholders. Finally, the interviewees defined the quality of medical devices and stakeholders' satisfaction as reaching a high level in those SMEs conducting customer research and planning their marketing mix practices accordingly.

Research limitations/implications – This study is a limited exploratory study restricted to one country. Suggestions for future studies are presented, particularly for the generalisation of the findings.

Practical implementation – In today's business environment the application of a robust and corporate marketing mix plan is required in German medical device SMEs and therefore, insufficient



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marketing mix practices have to be explored as possible causes of the inadequate advancement of the satisfaction of stakeholders' preferences of the German medical device industry.

Originality/value – This paper provides empirical findings gained from SMEs of the medical device branch in Germany, a business area where studies are limited. Furthermore, it reveals the need for future research to be carried out in this particular area and in areas with similar stakeholders' characteristics in the life-science-sector.

Key words – Marketing mix practices, medical device branch, Germany, stakeholders' preferences, marketing

Customer engagement in marketing process

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Abstract

Customer engagement (CE) notion was introduced to the marketing literature in 2001. Since then a range of interpretations of CE have emerged, some of them quite conflicting. We claim that the key reason of this inconsistency is overlooking the basic marketing concepts while developing the essentials of CE.

We support the view of Bijmolt et al. (2010), that there are three general manifestations of CE: (1) customer complaining behavior, (2) word-of-mouth, and (3) customer co-creation behavior. If so, CE should be perceived as cumulative marketing category, strictly combined with other marketing knowledge achievements. Therefore, the main objective of this conceptual paper is to embed the CE in marketing process (i.e. defining, developing and delivering customer value) which is the fundamental notion in the modern marketing management approach.

Although the paper is quite theoretical, we present practical examples of CE forms in the international fashion industry, where the idea of CE management has been successfully implemented.

Key words: customer engagement, marketing process, customer value, customer equity

Creating and delivering value for consumers of healthy food – a case study of the Organic Farma Zdrowia company

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Abstract

Background. There is a dynamic growth in the value of organic food market in Europe, though consumer motives for selecting this type of products vary across countries and over time. In Poland, the principal motives include: healthiness, ecological character of the product, food safety considerations, superior taste, and quality assurance. This paper aims to analyze selected aspects of the marketing strategy of the first and biggest network of self-service shops with organic products in Poland – Organic Farma Zdrowia company and its capital group.

Methods. The adopted methodology is qualitative. The case study is based on an analysis of company documents and marketing communication, especially on its website and in social media.

Findings. The company under study specializes in the distribution of organic products in Poland. It has expanded through organic growth, acquisitions, attracting a Dutch investment fund, and entering the NewConnect stock exchange. It is planning further growth through the development of its own franchising system. It functions in the model of multichannel distribution, combining physical and online retailing. Apart from its mainstream activities in shopping malls, the company has developed an innovative concept of a convenience store with organic products. The assortment consists of 4,000 products, including organic food, cosmetics and detergents. The company has developed a transparent system of labelling with the use of green and blue colors. It has managed to create 3 own label product lines: Everyday, Healthy Day, and Healthy Kids. An interesting idea from the marketing perspective is also offering gift packages called Biodarek. The online retailer belonging to the company (organic24.pl) is organized in a professional way, although some improvements in product descriptions are possible. In 2015, the company engaged in ambitious marketing projects, including the development of its first TV advertising campaign and introduction of a new culinary magazine with Jamie Oliver.

Key words: organic food marketing; organic food distribution; organic products retailing; healthy food; Poland

Sustainability, marketing and other matters within the UK independent music festival sector

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Abstract

This research investigates the organisational and personal sustainability values of stakeholders in matters germane to sustainable practices within the UK independent music festival sector. Festivals operate in an increasingly competitive environment hence the implementation of effective marketing approaches is a priority. This study provides insights into values and alignment that will prove useful for practitioners and academics.

Drivers for this research are the absences of sustainability studies in the marketing domain. Semi-structured interviews were carried out with 14 stakeholders (specifically organisers, suppliers or vendors) delivering or supplying 6 independent music festivals in the 2014 festival season. Findings suggests stakeholders adopted ad-hoc approaches to 'marcomms', 'internal', 'relationship' and 'entrepreneurial' marketing to different degrees but failed to exploit opportunities. They lacked awareness of key terms (e.g. TBL) and had diverse interpretations of sustainability. They often adopt TBL practices with social and ecological foci intuitively however they fail to communicate achievements effectively.

Key words: Sustainable Development, Marketing, Music festival, Stakeholders, Engagement

Employer branding as the source of competitive advantage of Retail Chains

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Abstract

Developing a strong, favourable employer brand of a retail chains may be classified as an important way to create competitive advantage. Retail chains should attract personnel with desired competences necessary for them. Retail sector in Poland is perceived as strongly disfavoured employer. Thus, employer branding can be important element of retail chains strategy.

The main objective of this paper is to analyse the development of employer branding strategy by chosen global retailers operating in Poland and their impact on their competitive position on polish market. The time frame for analysis are years 2009-2014.

Research Design & Methods: This paper shall, in addition to the review of literature on the development of employer brand, focus on the case study analysis of the global retail chains operating in Poland.

In the paper assumption is made that retail chains are searching for competitive advantage by developing employer brand strategy.

Implications & Recommendations: Continuing strategic activities in the field of employer branding is very important for retail chains. Decision makers need to pay special attention to promote their retail chain as a good workplace using employer branding

Key words: employer branding, retail chains, competitive advantage

Factors affecting consumers when shopping for meat product in the Czech Republic

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Abstract

In 2010s the European market with meat and meat products experienced numerous affairs (e.g. wrong labeling) and they had impact on consumer behavior on this market. The aim of this paper is to present main factors that affect consumers when choosing the outlet for meat and meat products. Quantitative research (total n = 3588) was done via questionnaire system Umbrella Mendel University in Brno, qualitative research via in-depth interviews was conducted with 22 respondents (11 women and 11 men). Data was collected in 2012, 2013, 2015 and was subsequently processed in software Statistica 12 and IBM SPSS statistics 20. During the reporting period there was identified a tendency of customers to start buying meat products and meat separately from other groceries. This means that more customers now prefer buying these products in other outlets than big grocery stores. The most frequent shopping place were supermarket and butchers.

Key words: consumer behavior, purchase decision, meat products, consumption, preferences

Responses to Tripadvisor Negative Online Reviews: Tackling the Effects Of Negative WOM on Customer Based Brand Equity and Booking Intentions

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Abstract

This research paper argues that responses to TripAdvisor online negative reviews should be part of every hotel's strategy when managing online service recoveries. As dissatisfied guests are more likely to spread negative word of mouth, this can have a detrimental effect on a hotel's brand equity and potential customers' booking intentions.

Therefore, in order to address the gap identified within the existing literature, this study investigates whether the presence of responses to online negative reviews (ONRs) have an effect on customer-based brand equity, purchase intentions and the reader's perception of the ONR itself. At the same time, emphasis is placed on the observed fairness during the recovery process (Interactional Justice). Results confirm the existing relationships between brand equity, purchase intentions and perception of the ONR; however, other findings highlight that the presence of the response to the ONR significantly affected only the Interactional Justice variable, meaning that a response could increase potential guests' perception of fairness of the service provider towards unsatisfied customers. All the limitations are thoroughly covered in the discussion chapter, along with some proposed theoretical and managerial implications and suggested future research directions.

Key words: Negative online reviews, Brand equity, negative eWOM, Booking intentions.

Attitudes of young consumers towards product innovations in the Polish food market

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Abstract

New products are adopted or rejected by prospective consumers going through the process consisting of learning, evaluating and deciding. Yet, consumers differ in terms of their readiness and willingness to adopt a new product what influences diffusion of innovative products introduced into various markets (Rogers 1962). Consumers' attitudes are shaped by a set of different factors including demographic characteristics, among which consumer age is likely to be an important variable (Hofstede, 2001, Beckmann and Nol, 2015).

The goal of the paper is to examine attitudes of young consumers towards product innovations appearing in the Polish food market. The analysis was based on results of a survey carried out within a group of 211 respondents using a questionnaire designed to help reveal consumer preferences regarding new food products. The results obtained were confronted with parameters described in the Rogers' model of innovation adoption. Using statistical tests significant differences were found indicating that young consumers in the Polish food market are much more innovative than the Rogers' model suggests. The attitudes of the investigated consumers also differed with regard to the types of food products. This observation can be important in terms of marketing implications for the food companies introducing new products.

Key words: Consumer attitudes, product innovations, Polish food market

Impact of selective types of tourism to create image and branding of Bosnia and Herzegovina as important tourist destinations in the Western Balkans

Edin Arnaut
JEL klasifikacija: Z 32

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Abstract

Bosnia and Herzegovina in its post-war and post-transition period still did not build its touristic image that would be accepted and recognized by the global touristic market; furthermore the strategic development concept of the entities is neither optimal nor compatible with the global touristic trends. Therefore, it is not enough just to state that Bosnia and Herzegovina has exceptional touristic potential, comparative advantages or that it will in short term period become a new touristic destination (as a State) or a brand- country with its own touristic image. In order to create and to systematically build the touristic image one must include strategic, complex, long term and highly demanding work achieved with systematic and studios analysis as well as active participation of the relevant stakeholders and different institutions which through their activities need to make adequate contribution to the implementation of this process.

International growth in terms of touristic niche is represented through the specific selective forms of tourism which are determining the comparative advantages of Bosnia and Herzegovina related to its overall tourism offer. As specific selective forms of tourism are: cultural tourism, adventure tourism, religious tourism, eco-tourism, health and thermal tourism and the 3E interest tourism («Entertainment, Excitement, Education»). The aim and the object of this paper, among other things, is to problematize and explore different ways to have effect on the long term process of the strategic creation and the construction of the touristic image of Bosnia and Herzegovina through the specific selective forms of tourism and compatible global (mega) trends as well as the parallel process of branding Bosnia and Herzegovina as a considerable and significant tourist destination in the area of the West Balkans. In this paper, different scientific methods are used; some of them are methods



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of description, comparison, analysis and synthesis, as well as methods of proof and empirical research and some statistical methods (SPSS software program for processing and analysing primary research data).

Key words: image, touristic image, branding, selective forms of tourism, Bosnia and Herzegovina, West Balkans.

Resource or constraint? Temporal determinants of marketing decisions- a qualitative inquiry.

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Abstract

Time has become an important part of our understanding of organizational dynamics, particularly in the context of fast changing markets and technologies. The growing body of research offers some insight into a nuanced issues of time and temporality in organizational setting (Bluedorn, 2002; Mosakowski & Earley, 2000). This body of work is mostly conceptual and general in nature, providing limited insight into the impact of time and its dimensions on organizational responses (Slawinski & Bansal, 2012). There is still inadequate inquiry into how time and its perception affect specific organizational functions and underlying decision making process. This concerns especially marketing function, which must fit both into organizational and market (e.g. customers and competitors) temporal frames. In particular, little is known whether time budget available affects the choice of marketing activities and target setting, or if time is considered as organizational resource at all. This article presents the results of qualitative study of marketing and sales managers. Using an open interview technique, information about how different aspects of time affect managerial choices in the context of marketing was collected to fill the above identified research gap.

Key words: Time, marketing, managerial decisions

Role of entrepreneurs and of micro-enterprises within the rural development of the Czech Republic

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Abstract

Rural areas or countryside cover more than 73,6 % of land, 89,8 % of municipalities and 26,3 % of population in the Czech Republic (EUROSTAT; 2016). These numbers are even higher in the EU where the countryside covers 90,8 % of whole land and 59,1 % of population (EUROSTAT; 2010). It is possible to encounter similar opinions in many publications of different authors, who deal with those or similar topics. The importance of structural policy and its tools is high within the EU or each member state because of facts they were mentioned before. The paper is focused on actors, who are located in the countryside except subjects, which are business in agriculture or in tourism. The main aim of project is to find whether the subjects perceive themselves, in case they are defined in expert literature, it means their specifications, classifications and their influence to rural development or generally development in local areas, through in-depth interviews. In this context the project will be dealing with issue of small businessman (small entrepreneurs) and of micro – enterprises (according to definition of EUR-lex). Total 30 in-depth interviews will be realized with each subject – means businessmen, CEO of micro – enterprises. The sub-goal of project is verification of topicality of rural areas definition according to potential of development as it is defined by Perlín, Kučerová, Kučera (2010). The verification of correctness of demarcation of rural areas will be done through the updated secondary data. The project draws from previous information, where the agriculture is not the only one production sector in rural areas, but the other sectors of regional economy are also important. The small entrepreneurs and MB play currently significant role within rural development.

Key words: countryside, rural development, entrepreneurs, micro-enterprises, regional economics

Quantitative findings on post-marketing surveillance practices of IVD industry in Europe

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Abstract

Purpose – The aim of this paper is to investigate safety oriented post-marketing surveillance practices of the In-Vitro-Diagnostic-companies in Europe, indicating industries overall attitude and practices towards post-marketing surveillance standardisation, examines the determinants influencing IVD companies' behaviour towards it, and finally critically discusses underlying managerial implications of the results.

Design/methodology/approach – For investigating companies attitude towards post-marketing surveillance practices, a rating scale Rasch model is used. Subsequently, structural equation modelling is used for the critical examination of IVD companies post-marketing surveillance standardisation behaviour and its relationships to the development of safe and efficient products. Furthermore, an extensive literature research is carried out for the provision of theoretical foundations.

Findings – The results revealed most IVD companies attitude towards post-marketing surveillance practices are limited. Furthermore, many IVD companies do not use any standardised specific post-marketing surveillance strategies and tools to helping in collecting, analysing, scrutinising and sharing information within a given market or country. Confusion caused by selective application of regulations and standards negatively impacts validity of post-marketing surveillance practices. The results reveal that IVD-companies do not plan and manage their post-marketing surveillance activities according to their favouring and obligating determinants. This paper categorises these favouring reasons pulling towards the use of a standardised post-marketing surveillance approach and obligating factors pushing towards it.

Research limitations/implications – This research provides marketing practitioners and researchers with an overview of the determinants influencing post-marketing surveillance of IVD-companies in the European market. Furthermore, the study applies transcends descriptive analysis for the identification of IVD companies post-marketing surveillance behavioural issues and to recommend post-marketing



surveillance approaches regarding enhancement of efficacy and safety of their products.

Originality/value – This paper provides empirical findings on post-marketing surveillance practices by the use of in-depth quantitative analysis of a sufficient sample of IVD companies. The study's findings reinforce the idea of a strategic post-marketing surveillance practice with standardised tactics as a manifold construct to enhance safety and effectiveness of IVD-products. In this, the paper provides explicit conclusions in the post-marketing surveillance practice and categorises factors according to their significance for the use of a standardised approach. Furthermore, valuable prescriptions of post-marketing surveillance tactics, based on the findings, are provided.

Keywords – Post-marketing surveillance, IVD industry, marketing strategy, marketing planning

The role of content analysis in the systemic relationship brand–consumer

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Abstract

Purpose - In this paper the authors, analysing some cases in Facebook, aim to show that the brand has changed the role moving from static and unidirectional communication tool to a semantic and semiotic space in which company and numerous and heterogeneous social agents (consumer and/or individual) exchange several information to reach their relative needs.

In this scenario becomes important the active role that the digital marketing tools can play in a constant condition of bidirectional relationship.

This kind of relationship amount to some conditions:

- the company is an open system in which the boundaries are the cultural values (CCT Theory) that permit to create and maintain relationship with consumer/individual;
- the low level of boundaries shows a relational horizontal structure that defines an holonic organization in which emerges a propriety which is the brand composed by both efforts of company and individual/consumer
- the consumer/individual engagement reduces the product materiality reinforcing the service logic (Service Dominant Logic).

Methodology - The relations between brand and the numerous and heterogeneous individual create a no-linear system that owns and shows a lot of attractive characteristics. So, these systems can be studied with a qualitative analysis.

On this epistemological base, the authors will apply the content analysis to study some Facebook page cases collecting users feedback to the brand posts through their comments to evaluate the brand positioning and to plan, with consumer/individual, different behaviours.

Findings, practical and social Implications - The expected results are focused on the relationship between individual and brand, therefore both practical and social implications are going to be achieved: firstly for the company, the creation of an open community in which its brand potential could considerably increase up to become social media influencer in its market sector; secondly for users, which became part of the community, exchanging between themselves and the brand information and contents achieving a sort of engagement certificate which doubtless helps them raise their self-esteem and social identification.

Key words: consumer culture theory, Service Dominant Logic, participatory marketing, systems and holonic theory

Brotherhood: A concept of developing Customer Relationship Marketing (CRM)

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Abstract

The central task of relationship marketing is developing and maintaining relationship with customers. In an ideal relationship both the customer and firm come close to each other and create a bond for long-term transactions. Islamic principles urge marketers to develop a sense of 'brotherhood' in business dealings with customers. The concept of brotherhood as relational factor, on which there is little focus in the Conventional Customer Relationship Marketing (CRM) literature, could help to develop long-term relationship with customers. In business, the Islamic concept of 'brotherhood' encourages the building of confidence and loyalty among customers, cooperation and possession of equal opportunities, relationship of mutual care and universal welfare. Due to the very limited number of studies available, which interrelate Customer Relationship Marketing (CRM) and brotherhood, there is a need to address the gap in the literature. This study explores whether the concept of brotherhood influences the development of relationship marketing with customers within the context of UK Muslim SMEs.

Adopting interpretivist qualitative research methodology, this study conducted twenty-five semi-structured interviews with UK Muslim SME owners to seek answers to the research questions: what is the understanding of 'brotherhood' from the Islamic perspective concerning CRM? And; how the concept of 'brotherhood' impacts on CRM?

Applying thematic analysis techniques, the followings findings were revealed: amongst the SME owners, the concept of 'brotherhood' exists and is considered in terms of being generous to the customers, being helpful and humble. This is applied to both non-Muslim and Muslim customers, and most SMEs in the study believe specifically that non-Muslim customers appreciate this etiquette even more than Muslim Customers. The findings suggest that brotherhood can be a relational factor and can be adopted by not only SMEs but other types of



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organisations too for developing and maintaining relationship with customers.

Key words: Relationship Marketing, CRM, UK SMEs, Brotherhood

An exploratory study to investigate the relationship between Islamic values and consumer sustainable purchase behaviour

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Abstract

Based upon the growth of Islamic consumption market in the form of Islamic banking, Islamic Insurance and halal food, the importance given to the Islamic way of consumption cannot be ignored. It is identified that from a general perspective, values influence an individual's behaviour, and from a specific religious point of view, Islamic values are also an important component of religion and therefore should be adopted by Muslim consumers in everyday life. To date, the research has mainly focused on the influence of religion on consumer behaviour as a whole, but the importance of Islamic values has been mostly ignored.

This conceptual paper presents the findings of the literature review so far, but as part of an on-going exploratory study, semi-structured interviews will be used in the future to explore the influence of Islamic values of UK Muslim consumers purchase behaviour of sustainable hybrid cars. It is anticipated that the findings will highlight implications for marketers to better understand the sustainable needs and wants of UK Muslim consumers and subsequently, enhance marketing strategies for this growing market segment.

Key words: Values, Islamic values, Religion, Sustainable purchase behaviour.

Marketing Communication

Application of Aaker's Brand Personality Scale on Human Brands in Surf Sports

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Abstract

This research explores the application of Aaker's brand personality scale on human brands in surf sports. It investigates the potential for detecting differences in the brand personality profile used on human brands. Aaker (1997) developed a brand personality framework consisting out of five dimensions of brand personality and fifteen brand personality attributes. This framework has been used in several studies; however, it has been criticized by researchers for its lack of applicability as a general scale.

This paper addresses this issue by testing all forty-two original brand personality attributes, used by Aaker, on professional surfers as human brands. A second objective was to establish an ultra-short scale for practical reasons since brand personality is often only one of several measures in a questionnaire.

In order to determine what attributes were the most appropriate when describing a professional surfer, a web survey with a 7-point Likert scale was conducted, which resulted in a convenience sample of n=219 respondents. In this study the author conducted principle factor analysis and compared the results of an oblique rotation with Aaker's results in order to investigate whether Aaker's brand personality scale provides similar results on human brands as it does on product brands.

This paper concludes that partially different facets than Aaker's (1997) brand personality framework describe human brands in the surf context. It also suggests that further research on specific athletes in different contexts is needed. Further research should also incorporate other brand personality scales e.g. Geuens et al. (2009) scale and Bosnjak et al. (2007) scale. The findings of this study might be useful to sports marketers to understand athletes as human brands as well as their facets in order to develop target positioning with specific marketing strategies.

Key words: Human brands, brand personality scales, brand personality attributes, principle factory analysis, sports.

The most advertized product/brand/service in Nigeria is “vacant billboard/site”

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Abstract

A relatively new unwelcome, unpalatable (to media owners/OOH practitioners, alike), phenomenon is unravelling in the out-of-home advertising landscape in Nigeria (in general) and Lagos State (in particular), that threatens to decimate the practice, and send practitioners to an early retirement – albeit, with unfulfilled professional dreams, and empty pockets – a scenario where, rather than having new consumer-centric logos, posters, banners,, creative and out-door materials of products, brands and services like “Coca-Cola”, “Dangote Sugar”, “Heineken Beer”, etc. adorning the vantage display areas of static, electronic and digital billboard hoardings of all shapes and sizes, we have bland and somewhat minimalist displays of “VACANT SITE/ BILLBOARD FOR RENT”!!.

Though premature to allude to the impact of the Global Financial and Economic Crisis of 2007/2008 as a potential remote cause, the Nigerian contextual position and business climate would, undeniably play a crucial role in explaining this phenomenon. The motives, objectives and business decision-making models adopted by key stakeholders in the Nigerian OOH industry would serve as critical ingredients in unravelling unpalatable business development. Hence, outdoor advertisers, contractors, media buying agencies, regulatory agencies of state governments, and advertising practitioners council officials, have invaluable roles to play in getting to the root causes, patterns, and remediating elements to be adopted, in correcting an obvious anomaly.

Key words: out-of-home advertising; decision-making models; regulatory agencies; global financial/economic crisis of 2007/2008.

Event marketing in integrated marketing communications. Case studies from Poland

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Abstract

In modern marketing management a key position is held by the integration of customer needs, brand value and communication tools. This approach is summed up in the idea of integrated marketing communications, where among traditional and new media, event marketing takes an exceptional position. This relatively new communication tool is a good supplement to the current set of communication tools and instruments. Integrated marketing communication is based on the usage of various, complementary communication channels in order to increase the effectiveness of advertisement. The process of designing and developing integrated communication tools requires an appropriate approach as well as a holistic view on the marketing communication of a brand. Integrated marketing communication is particularly important in advertising campaigns aimed at achieving marketing objectives and sales in the short term. On the other hand, it is the basis for building brand image in the long run.

Events owe their popularity primarily due to the fact that they are a special meeting place of consumers and brands during which unique opportunities are created: e.g. the ability to demonstrate the product in action or invite the customer to experience the brand. Furthermore, they are also a communication platform to create space for the functioning of the media and the ability to produce attractive content. The strength of events in communication has long been recognized by many mature markets.

The main aim of this article is the identification of the changes occurring in the market communication system. Further, it will be shown that a



progressive abandonment of traditional forms of promotion happens in favor of coherent and integrated communication systems of a company with its environment. The authors will explain the complexity of communication processes, indicate event marketing as the new best practice, and will present event marketing tools for the task of integrated marketing communications, using case studies from the Polish market.

Key words: event marketing, marketing management, integrated marketing communications, communication tools and instruments

Assessment of Usefulness of Communication Channels for European Entrepreneurs

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Abstract

The new digital communication services provide the entrepreneurs with excellent possibilities to attract their clients regardless of limited resources and cultural boundaries. However, whilst often being innovators in their domain, entrepreneurs are insufficiently trained in effectively establishing and maintaining customer dialogues. The research is part of the Erasmus+ project MARCIEE (Marketing Communication Innovativeness of European Entrepreneurs), consisting of 10 European Universities. This co-operation not only facilitates the entrepreneurs' access to European data but also with cues to deal with intercultural challenges.

Based on a correspondence analysis resulting from best practice case studies conducted during MARCIE ISP (2015), the authors investigated communication channel usage patterns of young, national as well as international entrepreneurs comprising 19 on-and offline communication channels. Concluding from this analysis, the companies chose all low-cost channels for their communication issues rather than checking if they are suitable or not.

This points to a research gap to exist in terms of a lack of evaluation of the usefulness of communication channels for young entrepreneurs.

The research objective is to investigate possible typologies of communication channels useful for entrepreneurial marketing differentiated by European cultures. A literature review (i.e. Cuervo,

Ribeiro, & Roig, 2007; Hlady-Rispal & Jouison-Laffitte, 2014; Kraus, Eggers, Harms, Hills, & Hultman, 2011; Danaher und Rossiter, 2011; Aichner & Jacob, 2015) elaborated on relevant criteria to assess the usefulness of communication channels which were related to the respective potential of the communication channels and, hence, allowed for an evaluation. A developed conceptual framework is validated against the results of the MARCIEE 2015 ISP results supported by the MARCIEE ISP 2016 and 2017 results which, methodologically, are based on documentary analysis, and further qualitative cross- cultural interviews. The paper concludes with a suggestion for channel typologies, practical recommendations and suggestions for further research.

Key Words: *Entrepreneurship, Entrepreneurial Marketing, Communication Channels*

Word-of-mouth communication in the b2b context

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Abstract

Word-of-mouth (WOM) communication is widely accepted as a critical factor in building marketing strategies in the context of B2C. Additionally, due to new communication technologies that occur from the diffusion of the Internet, WOM on social media enable new structures of communication that influence relations. The extant literature has focused on various aspects of WOM such as its effect on consumer's purchase decision process and consumer loyalty whereas less attention has been paid to its role in the B2B relations. Admittedly, it has been argued that word-of-mouth can contribute significantly to a firm's success in a variety of ways but also it has been observed to develop slower due to the fact that customers in many B2B markets do not make referrals because they compete with one another and would not want to do their rivals a favour. The aim of the article is to review how WOM communication is used in the context of B2B relations and to compare it with the use in B2C relations. The authors attempt to answer two research questions: 1) How eagerly do firms in B2B relations use WOM? 2) Are there any differences in the ways WOM is used in B2C and B2B relations? The main hypothesis has been formulated as following: Companies involved in B2B relations use WOM less intensively compared to those in B2C relations. To achieve the goals of the study the authors conducted a survey on 500 companies in Poland; stratified sampling controlling sectors and sizes of firms. Results from the survey revealed that there are not any differences in the way of the use of WOM among the two types of relations, interestingly, contrary to the authors expectations, companies involved in B2B relations are more active.

Key words: Word-of-mouth (WOM), marketing communication, B2B, B2C

Online

The social media marketing strategies adopted by some Italian festivals: a comparative analysis

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Abstract

In the last years, the rise of social networks and web 2.0 strategies has contributed to radical changes as they have a key role in generating and managing information. In terms of event marketing, it becomes imperative to build a digital identity of the event, in order to allow a bigger interaction, sharing and participation of online users (Kaplan; Haenlein, 2010). This study aims to comprehend how event organizers can use social networks such as Facebook, Twitter, YouTube and Instagram to listen to people, observe and interact with them. The Academic literature on the use of social networks for events is very limited and, most of the studies on this matter, refers to future researches (Hudson et al.; 2015). However, it's possible to consider some studies on the use of social networks regarding tourism, as events are an integral part of the tourism industry (Getz; 2000).

All of the data were collected based on semi-structured questionnaires given to event organizers; out of 20 Italian festivals, 7 of them decided to take part in this research. The interview was made of multiple parts in order to really understand what changed with these new communication strategies. The findings show how festivals analyzed in this study use Facebook, Twitter, Instagram and YouTube across the pre-stage, during stage and post-stage of their events.

In conclusion, this study wants to give a full picture of the different aspects of using social media and can help event organizers create an event and manage the contents shared online. A further research will display a sample of more events and it will include events of other countries as well, with different features.

Key words: social networks, event management, event organizers, engagement, Italian festivals

Am I Managing, or Am I Managed? The Young Consumers Perception of the Internet of Things

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Abstract

Researchers' interest in Internet of Things (IoT) ecosystem and IoT applications notes the rapid growth in last years. Although there exists a broad range of published studies focused on IoT, most of them are strictly technically-oriented ones. Among research papers investigating IoT in the consumer context, are dominating ones dealing with the adoption of IoT by consumers (Gao and Bai, 2014; Dutton, 2014) or privacy issues (Slette-meås, 2009; Winter, 2014). This paper goal is to explore perceived benefits and concerns connected with IoT usage expressed by young consumers – group possibly most open on new information technologies.

The exploratory study was conducted in 2016 using CAWI, by investigating purpose sample of 223 young consumers from Eastern Poland. Used sample structure resembles main demographic characteristics of university students population of that area. Used measures, particularly Likert-type scales, are reliable and valid. Factor analyses (EFA and CFA) lead to identifying dimensions of perceived benefits and concerns of consumer use of IoT. Also, open-ended responses are analysed.

Research results suggest the concept of the IoT as not be well known and not always well understood among respondents. Despite that, most of the study participants are frequent users of IoT capable devices (mostly connected consumer electronics), but they perceive them rather as working within the particular network as Wi-Fi or Bluetooth, not as a broader ecosystem. The strongest perceived benefit of IoT usage is the convenience in everyday life, and the greatest concern - loss of privacy (significantly higher in men group comparing to women one). Other benefits as savings, health and security, as well as concerns about security, health and costs were less important for study subjects.

Key words: Internet of Things, IoT, consumers, benefits and concerns, technology adoption

The role of Data Visualisation and Interaction in the Digital Economy era

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Abstract

The modern means of electronic communications and online services contribute to economic growth, employment increase of productivity, reduction of public expenditure and in general to the welfare of the population, and represent the main shifting agents into the digital economy era. Innovation in Information and Communications Technologies created a digital revolution in most of the sectors in the way the world itself works, learns, communicates and transacts business with the main focus on data, hence information.

Among such evolution the ability to understand and optimize the response to the data itself becomes peculiar. In this context Interaction and Visualizations play a key role.

Main goal becomes to create visual representations in such a way that their interpretation is driven by effective and efficient cognitive processes that enable an easy understanding of the data itself. Today, visualization and visual analytics is more than just a collection of plots, graphs, and computer-generated renderings. Many are the visualization techniques for every form of data, including, but not limited to texts, documents, image collections and videos, and a wide range of domain-specific data in disciplines such as engineering, medicine and many others.

Visualization is perceived as a means for presenting beautiful computer generated images and animations to impress an audience. However, significant evidence obtained through perceptual studies and user evaluation, confirms that proper visualization has enabled researchers and decision makers to be more efficient in gaining insights from data and efficiently improving their decision making process. It facilitates the formulation of new hypotheses, assists in decision-making, enables effectual communication of ideas, and facilitates dissemination of knowledge.



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The following paper describes the transformation of cognitive processes through different ways of interacting with data as well as it describes the importance that visualisation is gathering as a common taxonomy to optimize insights from disseminating and sharing data.

Key words: Digital Economy, Data Interaction and Visualisation, Big Data, Cognitive Processes, Information Technology.

Online Privacy Concern in Croatia: the Effect of Consumer- and Regulatory Control Factors*

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Abstract

Technological advances have made the internet an important marketing tool, but have also generated privacy concern among online consumers and internet users over their personal data, which hampers the growth of digital economy and reduces customer value in online environment. Major issue here is to find effective ways how to reduce privacy concern and increase consumers' confidence in using the internet. Although past research has identified various factors of online privacy concern, the results are not consistent, and much uncertainty still exists, especially in underdeveloped economies.

The purpose of this paper is to identify factors that influence consumer online privacy concern (OPC). Examined factors include demographic and individual factors (i.e. gender, age, income and education of respondents, tendency towards sharing private information online – SH), the desire for information control (CTRL), and the perception of the effectiveness government online regulation (REG). The model was tested with the data collected from survey of internet users in Croatia (N= 2.060) by using variance-based structural equations modelling (PLS-SEM). The results show that CTRL and REG are important factors that influence OPC, followed by SH, while the impact of demographic factors is less important. This study confirms that higher levels of control and government intervention in reducing OPC are important in the Croatian online environment.

This study contributes to the literature in the field of consumer behaviour and digital marketing by integrating and examining the relative effect of individual-level factors, business- and government-level factors on OPC in one model in Croatia, a small, catching-up economy. It also provides some recommendations for policy



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makers on how to develop more effective policies and practices to reduce OPC.

Paper contains the following sections: (1) theoretical background, (2) hypotheses development, (3) research methodology, (4) results, and (5) conclusion.

Key words: Digital marketing, online privacy concern, demographic factors, desire for information control; perceived government online privacy regulation

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Mapping a Customer Journey in E-Commerce: A Case Study of Glass Company

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Abstract

A customer journey map is a visual and process-orientated tool to describe the sequence of actions the online customers go through to explore, buy and interact with the organisation's products and services. When well planned, this customer-orientated tool can be useful in building a digital customer-oriented marketing strategy and identifying potential pain points in customer processes and interactions.

The aim of this study is to explore and map digital customer journey for Glass Company E-commerce in order to shape a customer-centric digital marketing strategy. Applying quantitative research, the self-administered online questionnaire using survey planet platform was sent out to 295 the Glass Company's customers to gain detailed insights of the buyer persona and their path in the customer journey. 28 customers responded to the online questionnaire, illustrating 10% response rate.

Using descriptive analysis, the study findings suggested that the Glass Company's key buyer personas are 45-54 years old females and males who live in England, UK. The primary research findings were consistent with the findings obtained from on-site web analytics, with customer gender breakdown, age, geographic location and interests.

The findings of the online questionnaire indicated that the respondents used multiple touchpoints during their customer journeys. The respondents, who were aged over 45 years old, reported mostly browsing the Glass Company's products at the pre-purchase phase, concurring with the findings of Mintel research. When learning about glass products in general and the Glass Company's products in particular, respondents said to use search engines, highlighting the



characteristics of Social Smartphoners. They found to purchase the products online via the company's website, emphasising the need for a wider product choice. The findings were then used to propose the recommendations to the Glass Company in framing customer-centric digital marketing strategy.

Keywords: Customer Journey Map, Customer Experience, Touchpoints, Buyer Persona, Case Study

Social media and e-WoM communication – does gender matter?

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Abstract

Every day new technologies and the growth of the Internet are changing people's lives all over the world. A significant breakthrough in using the Internet was the appearance of social media (SM). It has contributed to the development of conveying information about products among their users (e-WoM). An important factor differentiating the manner and the desirability of the use of SM is gender.

The main purpose of the paper is to identify the importance of SM in e-WoM in relation to the two stages of consumer behaviour: pre-purchase and post-consumption, in groups of different gender and cultures. An attempt has been made to answer three research questions: firstly, whether the frequency of using the most popular SM influences the range of using them in e-WoM among individual users? Secondly, which stage of consumer behaviour process (pre-purchase or post-consumption) is more dependent on SM? Thirdly, do any differences exist between men and women in researched scope?

The analysis has been based on literature studies and empirical data collected among 1246 respondents from four culturally diversified countries in order to identify differences and similarities among them (China, Poland, the United States and Turkey). In the exploratory empirical study, the author of the paper used two research methods: PAPI (Paper and Pen Personal Interview) and CAWI (Computer Assisted Web Interview).

General conclusions show significant differences among these countries in relation to the use of SM for e-WoM. Besides, results confirmed the findings of literature analysis where it was proved that consumers usually use SM at the stage of looking for information and advice about products (pre-purchase). What is more, gender is a significant differentiating factor influencing e-WoM behaviour in China and Poland.

Results have great application value for enterprises that intend to use SM for marketing communication.

Key words: e-Wom, social media, consumer behaviour, gender, cross-cultural study

The ROPO and Reverse ROPO Effect among German and Polish Online Shoppers – A Comparative Study.

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Abstract

This paper examines the influencing role of culture in online consumer shopper behaviour by comparing two different nations, Poland and Germany. The objective is to provide empirical evidence that a consumer's culture is a differentiating factor with respect to one's perception towards online shopping behaviour, and thus, engaging in different shopping behaviours, namely the ROPO and reverse ROPO effect. ROPO stands for 'Research Online, Purchase Offline', while Reverse ROPO stands for 'Research Offline, Purchase Online'. Poland and Germany were chosen due to their dissimilarity concerning Hofstede's uncertainty avoidance dimension. According to Hofstede's Cultural Dimension Model, Poland with 93 points ranks extremely high on this dimension, while Germany scores moderately with 63 points. Uncertainty avoidance is assumed to have a moderating effect on a consumer's perception and thus, deciding whether one is prone to engage in the ROPO or rather in the Reverse ROPO effect. As a result, a cross-sectional study was designed for hypothesis testing in mean and comparative analysis. The paper shows, that the ROPO Effect is to a greater extent applying to Poles, while the Reverse ROPO Effect is more applying to Germans.

Key words: Uncertainty avoidance; online consumer behaviour; perception; Poland, Germany; ROPO and Reverse ROPO effect

Organisation and Management

Interorganizational network embeddedness and companies' performance

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Abstract

Companies do not act on the market independently. Instead their activities are embedded in domestic and international relationships of different type and scope. This approach is reflected by two theoretical threads, namely network theory [Johanson and Mattsson, 1987; Håkansson and Snehota 1989, Håkansson and Snehota 1995; Ford, Gadde, Håkansson, and Snehota, 2011] and embeddedness theory [Polanyi, 1944; Granovetter, 1985; Halinen and Tornroos, 1998; Hess, 2004; Forsgren, Holm and Johanson, 2005; Sigfusson and Harris, 2013]. When business activity is viewed as embedded in domestic and international relationships, the complexity of problems associated with enhancing companies' performance increases. As Bresciani and Ferraris observe [2016, p. 108]: "nowadays relatively little is known about the impact of embeddedness on performance outcomes, such as firms' greater profitability or sustainable advantage in the marketplace". That is why the aim of the proposed paper is to identify the impact of domestic and international embedded interorganizational relationships on companies' performance.

The paper presents the results of the quantitative analysis. The data were collected through an anonymous postal and online survey from November 2014 to June 2015. A total of 419 questionnaires were completed. The response rate was 11,8% for postal surveys and 2,4% for online surveys. The structure of the sample was found to be in line with the overall structure of companies in Poland, which is dominated by small and medium-sized domestic firms.

Conducted analysis of the data indicates the importance of the degree of embeddedness and numerous moderating factors on companies' performance.

Key words: relationships, embeddedness, cooperation strategy, performance

Exploring Dramaturgical Training as Cross-cultural Training

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Abstract

The heterogeneity of a global workforce requires a strategy by which to develop cross-cultural competencies of global leaders to facilitate interaction among heterogeneous groups, justifying the need for cross-cultural training (CCT). Traditional cross-cultural training (CCT) fails to prove universally efficacious, leading scholars to explore individual traits, such as learning styles, as a means by which to select and train staff. Cultural intelligence (CQ), based on multiple intelligence literature, may provide the lens by which to assess and train a culturally-cognizant workforce. Research to date demonstrates positive relationships between factors of CQ and cultural adaptation and task performance, of which behavioral CQ impacts both. However, limited empirical research exists to demonstrate the benefits of CQ training. Thus, research should verify that training directed at CQ does, indeed, enhance cultural intelligence. Specifically, behavioral CQ which influences cultural adjustment and task performance, while reducing expatriate burnout, presents an appropriate target for training. Various scholars proposed that simulations and role-playing develops behavioral CQ. This paper aims to address the idea that dramaturgical training will improve behavioral CQ which facilitates cultural adaptation and task performance. Two studies examined the impact of dramaturgical training, including simulations and role-playing, as a form of cross-cultural training (CCT) on cultural intelligence (CQ). Data were collected in two studies from 113 Eastern European participants. Pretests and posttests utilized the 20-item CQ scale. While the experimental groups received 12 hours of dramaturgical training over a three-week period, the control groups observed a series of three films. Study 1 found a positive and statistically significant relationship between dramaturgical training and behavioral CQ; however, Study 2 confirmed the null hypothesis. Post hoc tests revealed significant differences in language proficiency between participants in Study 1 and Study 2. Recommendations for future research are provided.

Key words: cultural intelligence, cross-cultural training, experiential learning, dramaturgical training, human capital development

HRM Practices and Organizational Performance

Valeria Gkoura

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Abstract

The association between organizational performance and Human Resource Management has not yet been fully investigated. Hence, additional development of the body of knowledge is crucial and the evidence of the mainstream research is insufficient and cannot explain exactly why there is a correlation between HRM and performance. The nature of this interaction and, especially, the search for conclusive evidence, has been the 'Holy Grail'. The HRM and Performance link has been approached from various concepts and disciplines like: economic, sociological, various combinations of HRM practices etc., which shows that the very subject of these HRM studies is subjected to continuous change and a lively field of studies. However, researchers are still requiring a coherent theory on the interrelationship. Thus, the current study will try to connect the HRM practices with the society and the national culture by putting employees back into the centre of the equation, by trying to attribute more value, especially, to social values through asking HRM to forego its one sided understanding of performance and actively emphasizing the human nature inside HRM. In particular, despite the economic importance of the Gulf region, there is a lack in literature on empirical studies of culture related management dimensions and this is what the current research will contribute on innovative knowledge. Theoretically, according to the HRM literature, the direct association between HR practices and performance has been challenged for its ignorance of various correlated variables. Instead, indirect relationship integrating mediating variables is greatly recommended for a more realistic picture of such relationship and this is what the current research model will try to achieve in order to explain how, when and to what extend do HR practices affect performance and if these practices are influenced by the national culture of the country. The survey method was chosen to address the issue of causality; the sample is a list of fifty UAE companies that will be surveyed on the use of a selection of HR practices. However, since national culture is one of the factors that probably influence performance and quantity research itself could not examine complex relationships, the current research will conduct qualitative research as well, with face to face interviews.

Key words: HRM practices, Organizational Performance, Culture

Urban infrastructure development in Nigeria: Focus on road infrastructure in metropolitan Lagos

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Abstract

Infrastructure is a broad concept that embraces public investment in physical assets and social services. The urge to increase public investments in urban areas stems from the view that they are key determinants of long-term sustainable growth and the capacity of the poor to benefit from the growth process (Ogun 2010). Thus, infrastructures are at the very heart of economic development for a good number of reasons. First, they provide the foundation for virtually all modern-day economic activity as well as constitute a major economic sector. Second, they make major contributions to raising living standards and quality of life. Third, they constitute a vital tool in resolving some of the major challenges faced by society such as supporting economic growth, meeting basic needs and lifting millions of people out of poverty, facilitating mobility and social interaction (Ogun 2010; OECD, 2006: 14; Cotton and Franceys, 1993; Fay and Yepes 2003; Estache, 2010). The importance of infrastructure in the governance system of a city has been highlighted by UN-HABITAT (2010) which argued that the quality of urban infrastructure and services available to urban residents is a good indicator of a city's governance. In this context, problems of urban infrastructure planning and development have over the years attracted increasing interest of urban researchers which in the case of Nigeria has been topped by issues with regards to metropolitan Lagos (Koolhas et al 2000; Gandy 2006; Fourchard 2011). In addition, the novelty of community-led approaches to social infrastructure provision in Nigeria has also been suggested as a means of addressing the infrastructural crisis plaguing the more heterogeneous urban space (Uduku 1994; Ibem 2009). From the 1960s, the trend in the rate of infrastructure need running ahead of supply incepted formally. From then onwards, governments have not ceased to strive to reduce infrastructure deficit in both developed and developing countries in attempt to bridge the gap. The infrastructural development problem in Nigeria was given significant policy attention by the Federal Government of Nigeria with its inclusion in the 7-point Agenda (others being education, poverty reduction and wealth creation, power and energy, food security and agriculture, land

reform, and security) – an articulation of policy priorities of the government (Nzeadibe and Ajaero, 2010). The unprecedented and complex challenges of government in providing infrastructure especially road network which is a 21st Century major global social and economic development concern, underscore past inadequacies and the current precarious situation. This article will explore ways and means of providing urban infrastructure expeditiously using a financing models involving both the public and private sectors.

Key Words: Urban Infrastructure Development, Urban Infrastructure and Services, Public investments, Infrastructure Deficit, Infrastructural Crisis, Economic Development, Economic Growth, Financing Models, Sustainable Growth.

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

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Abstract

The discovery of crude oil in the Niger Delta region of Nigeria attracted several multinational oil and gas prospecting companies to the region. This has raised issues relating to concerns by the companies towards the sustainability of the environment and the societies, and subsequently resulted in social and environmental crisis in the region since the past two decades.

Although efforts have been made by the Nigerian government and the multinational oil and gas prospecting companies towards abating the level of crisis, this has not yielded expected results, as agitations in this regard still continues. The need to explore other alternatives aimed at providing relative peace in the region has provoked an attempt to the adoption accounting ideology towards resolving the problem.

Social and Environmental Expenditure Reporting and Disclosure: A Tool in Niger Delta Crisis Resolution is a thesis which expects to come up with its findings, using accounting data and perceptions of the Niger Delta Indigenes in an attempt at providing an acceptable alternative crisis resolution mechanism to prevailing social and environment related crisis in the Niger Delta region. This study utilizes both primary and secondary data to arrive at its finding. Primary data for the study was obtained from questionnaires administered to prominent stakeholders – Legislators, Traditional Rulers and Community/ Opinion Leaders, in the region. Secondary data, relating to the NNPC Joint Venture Companies studied, was obtained from Certified True Copies of Annual Returns of the Companies submitted to the Corporate Affairs Commission, Abuja, Nigeria.

Key findings of the study are that:

1. There exists a communication gap between the companies and their host communities, concerning financial reporting and disclosures;

2. The companies show some degree of commitment towards environmental sustainability and meeting the social needs of their host communities. This is contrary to the general belief.
3. Respondents generally agree that knowledge of social and environmental expenditure incurred by NNPC Joint Venture Companies can be used as a tool in the resolution of Social and Environment related crisis occasioned by their operations in the region.

This study hopes to evolve a strategy for an improved Corporate Social Responsibility by the companies and ultimately create an atmosphere for better company – community relationship in the region.

Key words: Niger Delta, Environmental sustainability, Corporate Social Responsibility, Environment – related crisis, Oil Companies, Nigerian government.

The inclusion of controlling (CO) considerations in quality management systems (QMS) to provide a more complete early warning system (EWS) for German food production SMEs.

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Abstract

This research project, which is limited to German SMEs, deals with the development of a holistic early warning system (EWS) integrating both a quality management system (QMS) and controlling (CO) tools. Most of the models designed to identify company risks/crises are focused either on quantitative or qualitative factors. Several authors point out the need for a more holistic approach including both quantitative and qualitative factors.

This research, therefore, sought to explore controlling and quality management tools for EWSs in the food production industry, which are appropriate for recognising risk factors of company failure, outlined by interview and literature review. Concepts and relations were generated with the help of turnaround-, controlling-, and quality management-experts and then confirmed/refined and analysed by considering how they can be implemented in practice through the application of case study research.

This research makes a contribution in at least four areas: the exploration of appropriate QM tools for EWS; the exploration of appropriate CO tools for EWS; the aspect of time lag with reference to CO; the proposal of a holistic approach. The EWS, developed during this work, enables companies in the food production industry to tailor the framework for the specific needs of the company. Such a comprehensive, systematic approach (CO + QM) is currently unknown, both in research and also practice. Therefore, the work represents a new, innovative and implementable practical model.

Key words: Early Warning System, Controlling, Quality Management, SME

Introducing identification technology in manufacturing companies and their impact on business economics

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Abstract

Automatic identification (AI) is a new type of communication, which uses passive components through the logistics chain for marking, transmission and automatically identifying information with these related elements. Product identification in manufacturing firms is helping to specify what material is a composite product, who the supplier or other properties of the product. Identification of the product also prevents the possible confusion. The product could be included in the information flow have to be alert for its movement (income, output, transfer). One of the most effective ways of acquiring data becomes the use of automatic identification. Bar codes are the cheapest and most common way labelling passive elements and allowing automatic identification on optical principle. Using of the bar code is secured transfer of data to a superior computing system. The aim of this article is to determine how much engineering manufacturing companies in The Czech Republic uses identification technology in the manufacture and design methodology for introducing identification technology into the manufacturing process for the synthesis of acquired secondary and primary data. It will thus provide a simple and easily applicable methodology that can be easily used manufacturing companies that are still not benefiting identification technology. In selected manufacturing companies will be examined the production process with and without the use of identification technology. On the basis of this examination will analysis the introduction of these technologies into production with impact in business economics and cost savings.

Key words: Automatic identification, manufactory, manufacturing company, manufacturing process, bar code.

Resources:

Capacity utilization, unemployment and wages in selected Mena countries

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Abstract

The purpose of this research paper is to examine the proposition that capacity utilization is an important factor in the determination of unemployment and wages. Underlying this proposition is the notion that capacity utilization helps to determine the future path of the economy and is a significant factor in the response of the economy to different supply and demand shocks. We derived wage and unemployment relationships, which were estimated and tested using data covering from 1995 to 2012 for three MENA countries. The results suggest that long-term unemployment and capacity utilization have a significant impact on NAIRU. The policy implications of our findings are that in view of the strong effect of capacity utilization on the NAIRU, programmes that enhance efficiency in production and investment enhancing policies may allow unemployed to regain access to the labour market.

Key words: NAIRU; Capacity Utilization, Capital Stock, Unemployment, MENA

JEL: J01, J08, E22, E24

Corporate social responsibility (csr) and consumer behavior in the agro-food sector: Its effects on the decision-making process

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Abstract

In current marketplaces, implementation of activities related to Corporate Social Responsibility (CSR) is a new expectation to be fulfilled by all sort of organizations. These ethical practices are key issues at the time of differentiating products, gaining competitive advantages for consumer decisions and reviews, and building simultaneously a positive reputation in face of the various stakeholders.

Although the recent marketing literature indicates a positive link between companies' involvement in social and environmental causes and consumer goodwill towards firms and brands, the effects of social reputation on consumer behavior are not entirely demonstrated. In this line, some authors justify the latter stating that those effects might play a role in the particular stage of the decision-making process considered on a case.

In the context of these evidences, this paper analyzes the consideration of responsibility criteria (CSR) over the different stages of the consumer decision-making process in the agro food sector. Particularly, a self-administered questionnaire was conducted with a representative sample of consumers in Spain.

Mean scores were explored and multivariate statistical analyses (MANOVA) performed to identify relevant dimensions of consumer decision-making based on responsibility criteria and their incidence on men and women separately and on different age ranges.

In general, findings support a moderate impact of perceived business responsibility over the consumer decision-making process, while some discrepancies can be observed between individuals within gender and different age groups. In this sense, young consumers were found to display a lower consideration of responsibility criteria in their purchase decisions whereas the 51-75 age group pointed to an overall lack of knowledge about them. Additionally, women, in contrast to men, tend to be more responsibility-conscious when acquiring food products.

Lastly, a final discussion is carried out gathering some interest considerations as direct reflection of results obtained and further lines of future research are indicated.

Key words: corporate social responsibility (CSR), consumer behavior, consumer decision-making process, food sector, gender and age

Managerial cognitive capability enabling new product and service portfolio advantage

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Abstract

This paper investigates how managerial cognitive capabilities affect the emergent of new product and service portfolio (NPSP) advantage at small and medium (SME) sizes companies. The five case companies included in the study are food SMEs that have originally been recognized competitive, in terms of NPSP attributes (novelty, superiority and meaningfulness), through cluster analyses among 107 food businesses. The first qualitative, within case analyses introduces new product and service development (NPSD) processes, general business descriptions and competitive advantage of case companies. This introductory analysis is done through the interviews of managers and second important person of the company. The second qualitative, cross-case inspections deepen the analyses by recognizing how the cognitive capabilities of managers create the attributes (novelty, superiority and meaningfulness) of NPSP advantage. Again these attributes are the outcome of the NPSD processes to which the manager affect through the cognition. To avoid the general description of the effects of manager's cognition to the NPSP advantage and to reach so called micro-cognitive level in the study, the earlier study of Helfat and Peteraf (2015) about managerial cognitive capabilities (perception and attention, problem solving and reasoning, language and communication and social cognition) is exploited in the cross-case analysis. The study shed lights to research of the effects of managerial cognition to NPSD (eg. Jespersen (2012) has longed for research regarding NPD managers' cognition and it influence to decision making in the NDP process when the market condition change) and brings NPD and NSD research closer together (recommendation from Papastathopoulou & Hultink, 2012). All managers interviewed for the study are sole or partial owners of the case companies.

Key words, Managerial cognitive capabilities, New product and service portfolio advantage, Novelty, Meaningfulness, Superiority

Are Sharing Economy companies Social Responsible? A study about CSR factors of Access Economy companies

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Abstract

Sharing Economy, collaborative consumption, peer-to-peer economy are a relatively new suppliers of products and services traditionally provided by classic and traditional industries. However, this new types of models have disrupted traditional business models and upset the regulatory status quo (Shueh, 2014). Sharing Economy has a great potential in the field of Corporate Social Responsibility and Sustainability: We argue that the companies whose business models are based on sharing concept, take responsibility for people who use their product and services. The basic idea is founded on trust and transparency between participants. In case of this new business model these aspects are even more important than in case of traditional CSR. Sharing Economy companies are able to contribute to solving many social and environmental problems that governments also try to solve, yet the companies usually do not have traditional way of working and are therefore much more difficult to regulate.

This paper investigates the real relationship between Sharing Economy and CSR. In this study we examine the Sharing Economy based stakeholder theory and we develop a model that identifies the factors which are different from the classic CSR stakeholder theory. The data is collected by case studies, companies' websites content analysis and literature review. The aim of this examination is to increase the understanding of this new concept and its long time responsibility. We can conclude that the new business models also contribute to the improvement of CSR of traditional companies, by enhancing the knowledge and information need of customers. Those sectors, which are more involved in sharing economy, face a greater challenge.

Key words: Sharing Economy, Disruptors, CSR, Stakeholder Theory, Case Study

Employee Empowerment and Leadership within the Abu Dhabi Police

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Abstract

For decades, the concept of leadership and empowerment has gained great attention from some of the world's leading scholars. Yuki (2012) states that leadership can exist in many forms, and can drive organisations to success if properly implemented. Mullins (2007) critically discuss leadership styles as a contributor to productivity levels and employees' sense of empowerment. Cakar and Erturk (2010) stated that the concept of empowerment has become increasingly popular in the management field over the last decade. There is a link between leadership style and empowerment since leadership focuses on empowering employees through the delegation of decision-making and providing increased access to information and resources to individuals even at the lower levels of the organisation.

Abu Dhabi Police (ADP) is one of the UAE's most effective governmental organizations that aims to provide safety and security for the country's inhabitants. The Abu Dhabi Police General Head Quarter has been actively moving towards modernisation to support it in delivering high quality standards and achieving excellence in all the services provided. As such, the organisation is keen to implement a leadership style that aligns with its vision, aim, and objectives.

The paper will explore the different leadership styles and the factors that determine the success rates of each style. The paper will critically examines the four main contributors to effective leadership: Communication, Empowerment, Culture, and Performance. The paper adopted a qualitative approach using semi-structured interviews to gather information around the current leadership style present in ADP. The analysis highlights the factors that contribute and affect ADP employees' performance and sense of empowerment.

Key words: Leadership, Leadership Style, Organisational Culture, Empowerment, Performance.

Factors for a sustainable Lean Warehousing Implementation

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Abstract

Representing a crucial research gap, Lean Warehousing (LW) is currently understood as a toolbox of methods and software rather than a strategic alignment theory and a philosophy. Therefore, the implementation of current LW results in systemic flaws due to a lack of understanding and integration of corporate philosophy and culture, transformational leadership and change management as well as, so far, not considered factors in Warehouse Management. To better understand sustainable Lean Warehousing transformation, it is necessary to synthesize knowledge of all of these theories.

Consequently, the study started with a narrative literature review gathering data about these theories to identify the scientific gaps and factors.

The results were then synthesized by an initial model and research hypotheses which needs to be validated by further empirical research. The data collection process started with conducting a pre-determined sample size of 12 semi-structured expert interviews with logistics managers, WMS vendors and consultants specialised in lean transformation.

The analysis of the data confirmed the initial model and factors derived from the literature review but also new factors could be identified. Further on a first weighting of factors which strongly contributes to the success of LW implementation could be carried out.

This research approach pursues the quantitative survey and qualitative case study methods to triangulate the research results. This combines the respective advantages of both methodologies and will lead to higher levels of reliability and validity. Therefore, the qualitative findings inform



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the following quantitative research stage with eventually missing factors and will be incorporated into a structured online questionnaire.

Key words: Lean, WMS, Lean Warehousing, Leadership, Transformation

Pedagogy

Teachers' Accountability as a determinant of Parents' Preference for Private Primary Education

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Abstract

The high rate of growth and expansion of private schools in recent years is as a result of the fact that many parents have lost confidence in the public or government schools provision of educational services. This is especially in the developing countries of the world where public education provision has deteriorated due to neglect on the part of the government, corruption, political instability with the consequent policy discontinuity. Several studies from developing countries reveal that parents are disappointed with the state of facilities and the rate of academic performance in the public schools and are looking for viable alternatives at whatever cost and are ready to make the necessary sacrifices to send their children to private schools which they believe to be more superior to the public schools (see Adebayo, 2009; Tooley, Dixon & Gomathi, 2007; Alutu & Eraikhuemen, 1999; Yussof, 2001; Kharman, 2005).

This study examined the phenomenon of teachers' accountability as a determinant of parents' preference for private primary schools. The study employed a descriptive research and questionnaire was used to collect data from the respondents and was analysed with the Statistical Package for Social Science. Regression analysis test was used to test the hypothesis which was validated at the significance level of 0.05. The results show that there is a strong positive relationship between the independent variable and the dependent variable. This means that teacher's accountability is a determinant of parents' preference for private primary schools. The findings of this study signaled some policy implications and some recommendations were made, such as the need to make and enforce policies that border on human capacity building by the proprietors of private primary schools by way of organizing regular



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training programmes for teachers in order to equip them for effective transfer of knowledge.

Key words: Teachers' Accountability, Determinant, Parents' Preference, Primary Education

Strategy

Content Marketing Strategy: Key Lessons Learnt from a Case Study

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Abstract

Content Marketing is a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly-defined audience and, ultimately, to drive profitable customer action.

This paper covers a complete 6-month Content Marketing process for The Client, an Australian branch of a British cruise agency. Analysis, content strategy, creation and promotion are the key stages that will be approached. The paper will focus on both the general Content Marketing challenges as well as travel industry specific issues. Beyond the theory, this paper aims to find out what it takes to be a good Content Marketing manager, not only in terms of knowledge and experience, but also in social skills.

Taking a project management approach in a case study, the key findings are: understanding the importance of planning, having a holistic view of the process thinking in every stage and the importance of producing a solid content strategy with real promotional chances.

Key words: Analysis, Content Marketing, Digital Marketing, Strategy, Case Study

The role of intangibles in the implementing marketing strategies

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Abstract

It can be observed a considerable increase in importance of intangibles in marketing literature. By their development and exploitation, it is argued that organizations will be in stronger position to succeed in marketplace (Srivastava, Shervani, Fahey, 1998). Due to intangibles marketing creates value for the organization (Edeling, Fisher, 2016; Hanssens, Pauwels, 2016). However, little is known what constitutes intangibles and how are they deployed within the marketing strategy.

The aim of the article is to enhance the understanding of intangibles in marketing perspective. For the purpose of the study individual in-depth interviews were conducted with marketing executives in 12 organizations in Poland. The respondents had to identify the resources considered necessary in implementing marketing effects.

The findings suggest that despite of economic benefit of intangibles, financial assets are still viewed as more important and in a greater demand in implementing marketing strategy.

Key words: intangibles, marketing effects, resource allocation, market-based assets

Frequency of Retail Services, Membership Fees, and Real Store Shopping Experience— Analyzing Consumer Preferences

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Abstract

This study investigated the preferences of Japanese consumers in choosing mobile supermarket, shuttle bus, and home delivery services via the Internet or telephone. Such services are in the early stages of development for consumers with limited access to traditional retail stores. Further, the effect of membership fees and service frequency on consumer preference was examined.

A nationwide survey was conducted with over 600 consumers across all Japanese districts.

A full-profile-rating conjoint analysis to estimate the relative importance of service attributes on consumer shopping preferences for new grocery shopping formats and services was used.

The results show that the retail format is the most important as respondents tend to value the service format rather than convenience or fee attributes. Second in importance is the service fee, and service frequency, respectively. The elderly tend to place more importance on real-store shopping experiences than other groups. Low-income consumers tend to give priority to membership fees while emphasizing close to real store shopping experiences. Interestingly, all male groups tended to choose retail formats that save shopping time, e.g., home delivery services.

Moreover, consumers evaluate retail formats in comparison to actual stores and underestimate significantly different retail formats. Despite the popularity of online shopping, consumers value shopping in a real store. Online grocery and other home-delivery grocery services are popular and recognized as a means of grocery shopping among Japanese. However, for retailers, adopting a multi-channel strategy, online grocery is one of the leading means, though it is possible that this will only cover a limited portion of this segment.

Keywords: Retail services, Food desserts, Consumer behavior, Conjoint analysis, Real store shopping experience

Variation in New Product Introduction Strategies Between International Markets

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Abstract

The purpose of this research was to identify whether new product introductory strategies vary across a number of different dimensions but most importantly across geographic region. Four regions were used in this study including: USA, UK, Japan/Korea and China. The analysis included an examination of whether new product strategies varied over time in each of the four geographic region, whether introductory strategies varied across the various regions, and finally whether or not they differed for a sample of product groups with any geographic region.

The data used in this study was from the Global New Product Database from Mintel and included thousands of product examples. The results of these studies showed that there were significant changes in the new product introductory strategies that were used both over time and between the various geographic region.